

## The Importance of Communication in Human Resources Management

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**Abstract.** Human resource is for any organization the most important resource, therefore it's role is to contribute to their professional development and to lead to organizational goals in a motivating environment for both the group and for each individual parties. All elements needed to obtain effectiveness of the organization can be achieved through harnessing of networking and communication, which constitute the essential conditions for human resources activities. This paper brings in present light of debate the current problems connected, the situation being a phenomenon faced by every organization, regardless of size or specific, and demonstrates the overwhelming role of the Communication Management Process.

Independent concepts represented by management, communication and human resources, will make this document to show the influence of these within organization because of the need for organizational communication, human resources development and management responsibilities. Viability scientific and practical utility of human resource management can be demonstrated both by the economic results obtained, and by involving staff in strategic development of the organization.

**Keywords:** management, human resources, communication

### 1. Introduction

People are, for any organization, the most important resource. The human potential to be highly motivated and trained to their best are needed to ally to organizational objectives. People by nature are different which is not that bad. These differences and diversities of personalities, cultures, trainings, oriented ideals and aspirations can bring prosperity and constructive progress for firms and Company.

Experts demonstrated that in the modern economy the one who has the best human resources is winner. "Human resource management is geared towards ensuring all activities, develop, motivate and retain human resources within the organization to achieve its objectives with maximum efficiency and meet the needs of employees." (Cornescu, Marinescu, Curteanu, Thomas, 2003)

For determining the impact of human resource management, we conducted a case study of a small business enterprise, SC Zeletin Valley Company LLC, using information and analyzing it's business since establishment in 2006 until 2010, inclusive.

The results of research is based on information from the literature from various authors who considered the analysis approach, in particular management style practiced influence, communication, improve training, organizational culture, evaluation and motivation of employees on results of the organization.

## **2. Management and leadership. Human resources strategy**

For obtaining superior results in the organization it is needed to aim at further development of team spirit, confidence in a correct evaluation and reward, increasing the individual's identification with the group.

Team spirit is reflected in the achievement of that goal by the leader is followed by others, they are heavily involved to obtain the desired results.

Effective leadership requires vision, establishing guidelines and actions, monitoring project with the team, but also targets the organization, control and solve all problems. "Leadership means, among other things, working with people, always reporting to you the life, interests, aspirations, wishes and aspirations, either individuals or groups. Somehow, I can say that the raw material of leadership are people, because only through and with their help can be handled technical means "(Zlate, M., 2004).

After Adriana Prodan (1999) "Leadership means doing things and solve problems through people - to achieve goals or work tasks with a team or with a group. Leadership can be defined as a process of mobilization, encouragement and training of individuals, so that they can contribute the best to achieve these aims. "People who are able to meet such requirements may be called leaders.

The person who runs a small business can be considered a leader, because his vision and courage managed to convince employees to join his enthusiasm and confidence, leading them to be associated. Such a leader is likely to become a good manager and not necessarily mutually valid. "Leadership and managing people are of different dimensions of leadership: leadership is the ability to cause people to act. The manager, however, is the individual who provides organizational goals through planning, organization and work orientation to an end. Therefore, a person can be an effective manager without a leadership capacity. "(Cornescu, Marinescu, Curteanu, Thomas, 2003).

A typology of human resource strategies (Dalotă, 2000) looks like this:

- investment strategy oriented staff. includes provisions that are developing global strategy. Develop an investment strategy should be accompanied by an appropriate personal strategy.
- value-oriented staff policy covering effective use of the employees coupled with the interests and needs.
- Strategy-oriented personnel resources involves reversing the ratio goal - means. It starts with questions: "what is necessary to achieve personal business strategy?", "Company that markets can enter the current human potential?".

These three types of strategies are not contradictory, they highlight different aspects even though interrelated functions of staff. Implementation strategies should be checked at all times personal and derivative action on human resources effectively met.

The concept of strategic planning is defined by some authors (Mathis, Nica, Rusu, 1997) as "the prediction of activity of the organization, enabling it to establish, quantify and continuously maintain a permanent connection between resources and objectives on the one hand, and market opportunities on the other. Strategy combines this knowledge with basic prediction of the future. To define the strategy required to achieve an objective need information about past, present and future"

Strategic planning, as Bernard Gazier (cited Paus, 2006) is a long-term options, and interactive multidimensional. Strategic planning is very important because it supports the formation of business strategy through more efficient use of existing human resources and their absence negatively affects the business plan implementation.

It is necessary to develop personal strategies including development directions such as : training and employee development, insurance and staff selection, communication with employees, evaluating performance, rewarding employees.

### **3. The Communication's role in human resources management.**

The environmental dynamism that operates and influences organizations is creating unpredictable situations occurring as a response to employees and sub-organization changes, requiring a coordination perspective. Good coordination presupposes the existence of adequate and effective communication at all levels of management.

All relationships are based on organizational communication. It uses structural components of the organization and other technical factors, psychological, economic, cultural and educational. In the organization's structure, organizational communication is a specific form of interpersonal communication, "Organizational Communication is a process usually deliberated between people messaging, groups and organizational levels within organization in order to achieve both individual targets and those collective. (Cornescu, Mihăescu, Stanciu, 2003). The quality of these communications influences functioning of whole organizations. Organizational communication is important and necessary for areas of communication to identify and use incentives that can motivate employees, provide employees information they need in their work contributes to the establishment of effective and fair relations between employees and managers, making possible individual performance and improvement by correcting mistakes, training of staff focused towards the objectives assumed.

H. Mintzberg identifies three roles of communication (cited Paus, 2006):

- interpersonal roles, which is expressed in relationships with employees - these roles are the leading figure of a liaison or representative;
- role of information that focuses in Actions for development and information network - this in manager can monitor, disseminator of information and spokesman;
- decision-making roles, manifested in choosing the optimal action - the manager will be the one to initiate actions to resolve the failure, will allocate resources and negotiate conflicts.

After studies in some Western countries (cited Cornescu, Mihăilescu, Stanciu, 2003): "a successful manager dedicates to communication between 55 and 95% of his time. In average, a manager uses over 70% of his time to talk, listen, write and read, so to communicate. This percentage differs from the hierarchical position of managers and is even greater as it is at a higher level.

### **4. Analysis of human resource management for Zeletin Valley Company SRL SC**

The company was founded in 2006 at the initiative of two associates, members of the same family, with headquarters city in Galati, mainly focused on rural area with enough unexplored but promising potential. The decision to invest in a poor area, sometimes unfriendly, was based on predictions that proved correct, but some opportunities are in purchase of commercial approach. The organization has developed gradually went through good times and less good now being adapted to market conditions constantly moving and evolving and continuing in growth period.

Initially, the lack of experience and an organizational culture, the newly founded company, its founders adopted the moral principles of family and general Company which included honesty, tolerance, good faith, respect for law or interlocutor, etc.. These values promoted by the company's managers have diversified, helping to shape the organizational culture as follows:

- build strong partnerships;
- risk-taking;
- promotion and protection of reputation;
- promoting a positive and stimulating work environment;
- mutual respect, each other's experience learning;
- open communication, transparency in relationships with others;
- promoting fair values.

The main activity is trade, but according to plans and long-term investments have taken the first steps for market entry and micro production. For this purpose has been purchased by auction a space for arranging a pastry, a land to build a centre for planning and land a new and larger warehouse of building materials and modern, suitable for carrying out activities in such conditions respecting safety and efficiency rules and procedures.

Initially, the company was facing the option to open a place of business with main activity in trade and distribution of building materials and business strategy and forecasting were started from these premises. Time has shown that this activity is seasonal and winter is not ensuring the financial survival of the organization. It took a new approach, a diversified range of products, especially for meeting demand at that time. Thus was established a general store in a generous 100 square meters, located in a great commercial district with specialized metal and chemical, household, appliances, library, stationery, seeds and plant protection products.

**Personnel structure.** In five years of personnel structure of Company has changed in relation to economic development, internal and external factors of the organization that led some fluctuation in the number of employees (Table 1).

**Table 1. Evolving structure of staff**

Year	2006	2007	2008	2009	2010	2011
employees	2	1	2	5	6	9

However, the general trend from year to year was to increase human resources caused by the opening of new outlets, permanent enlargement of the range of products, need to extend opening hours. One of the biggest challenges was managing the organization to design stations. Rural areas through their features behave differently in terms of urban customer, the consumer. Nonlinearity and fluctuations in approach to source products seemed uncertain in some period of time, but following an analysis relevant even these issues become predictable. Consumer behaviour in rural areas is determined by factors such as: customs and culture, weather, or religious holidays, etc. when agricultural works. Knowledge of these aspects contribute to decisions that can improve work through a properly functioning, to come in customer support.

Company's managers adopted a value-oriented personnel who have simultaneously use in properly view potential employees with the interests and aspirations. Values referred to, are: the performance principle, personal achievement, social relationships, the fairness and justice desire, information and communication, the desire of safety.

All staff company was hired based to interview and a resume submitted to the headquarters of the organization together with job application. Selection was based on previously established criteria in order to choose the most appropriate employee to meet the job requirements for which the interview.

Selection was in to training, work capacity, skills, experience, motivation and other criteria of a desire to find suitable staff to not give up work because lack of adaptation.

From experience more employment, the relatively small community, the leadership organization established a "portrait" of the most appropriate for employment as follows:

- age between 30-40 years;
- male or female characteristics after fasting;
- family, with responsibilities in recognized this;
- no criminal record;
- honest, addressing problems with courage;
- ambitious constructive "do not know, but surely can learned";
- receptive optimistic, "all problems are solved";
- qualified, but not necessarily.

This last requirement is not randomly. The best employees of the organization, because of social or family reasons, failed to timely studies to completed, now being a the chance for improvement.

The company, through it's training programs and trainings contributed to their rapid integration to conduct a proper work, and by offering to conduct training courses by the organization under contract, have obtained results that were above expectations. The benefits of training are viable only if related to developing knowledge, skills and job skills needed for improvement. To produce results, that is to be effective, training activities must meet the needs of the organization and employee needs. Improvement of training programs should be based on a thorough analysis of training needs to achieve desired results without unnecessarily consume significant time and financial resources.

To detect the real causes of low performance should be a thorough analysis. No employee is always low in performance due to training, but this low performance may be caused by: lack of motivation, feedback incorrect or unfair sanctions, lack of practice.

The Zeletin Valley Company company's training activity is usually at work. For new employees doing the exercise is in the first month of employment with the period of practice and conditioning, and for other employees once a month when making instruction and OSH (occupational safety and health in work) and for emergency situations.

This is in presentation of new products and their properties can be communicated to customers samples carrying electronics and appliances, correct completion guarantees, learning the correct product code for making control notes, efforts for improving permanent internal communication and external communication.

Training activity and training in the workplace has proven extremely useful for Company's activities producing positive results immediately.

Following these findings lead In organization decided to improve these programs by addressing their scientific perspective.

**Motivational aspects.** Motivation is an important component of management of the company Zeletin Valley Company, where they are putting in positive motivation which is directly related and proportionate in outcomes and behavior with personal satisfaction. It focuses especially on the positive side of recognition and reward, and the application is determined on a case by case manager, every individual is sensitive to a certain kind of satisfaction.

Depending on their nature and ability to perform certain types of needs, motivational factors and incentives can be grouped into (Andres, 2006):

- Economic incentives (salary, bonuses various facilities to obtain certain goods);
- Intrinsic motivational factors (nature of job satisfaction: career, personal development);
- Relational motivational factors (satisfaction about friendship, teamwork, the desire for affiliation and social status).

Company management decided to use the a Zeletin Valley Company for its employees through a payroll earnings to increase employee motivation variables. Thus each employee salary consists of a fixed part that generates safety and some variable whose purpose is to generate motivation.

The variable is linked to achieving targets and not achieve tasks that are contained in job description.

In addition to financial motivation to the management company has in and non-financial motivation, an aspect which should not be neglected by any organization no matter how small or large would be.

Financial motivation is Company: a supplement to pay to the aims set, premieres in fixed amount indexed to the Easter holidays, award in fixed amount indexed to the birthday ceremony index able in fixed amount for each child for Christmas, premieres variable merit the feast " Company's Day", awarded monthly loyalty bonus, in percent to base salary, which begins at three years terms fulfilled in organization and can reach up to 20% of basic salary.

This method of reasoning may also have drawbacks:

- money is not necessarily generate loyalty to the employer, if money is the only reason related to employee related in organization working, he will leave at the first opportunity you have a better offer;
- if spending money too quickly can blame the employer that pays him well enough;
- in when no longer deemed received the first or bonus was cut in salary.

Non-financial motivation Valley Zeletin has to adjustment in all personal factors influencing employment tenacity, enthusiasm and energy and causing employees to performance.

Compared with the financial motivation has some advantages such as:

- creates loyalty to the company;
- appeals to the emotional elements, so much stronger effects;
- memory in employees remain longer time;
- costs less;
- does not create resentment when the employer is forced to suspend;
- positive influence of team cohesion.

Non-financial motivation is a optimal solution for certain problems that occur frequently activities of the organization helps to increase productivity and creativity of its staff in critical moments.

**Statistics and economic performance.** Acknowledging the organization's objectives and strategies aimed Zeletin Valley Company development, healthy and sustainable development with the creation of an organizational culture and own a portfolio of satisfied clients and more and better quality services.

The process was not easy, but the difficulties encountered have stronger, more ready to confront future. Prerequisites for a successful were correctly identified by the management of these organizations are:

- a marketing policy oriented market needs;
- a permanent management in adapted the criteria development and market change;
- efficient use of financial and human resources;
- fiscal use and legislative opportunities;
- track long-term gains;
- training efforts and training of employees;
- financial and non financial motivation to achieve maximum performance;
- effective communication, both internally and externally.

Management efficiency of the organization and increase the size favours its passage towards a higher stage of development.

Between organization and management development stage to establish inter-and interconnections.

Economic development organization was predictable Zeletin Valley Company thanks to a good business plan in place, with the daring objective , but not impossible, to support and monitor each activity to its realization. For all investment projects, but also for working capital to obtain financing from banks and created lasting business partnerships over the years.

Turnover of the organization has grown from year to year according to the schedule in Figure 1, even in times of crisis and was due to quality management based on accurate predictions on exemplary mobilization of human resources and obtaining feedback in real-time customer.

Increased turnover in constantly, even with small steps, turns concern management organization for a healthy activity and correct result of coordinated action and not of the moment or happy coincidence.

As shown in the graph shown in Figure 2, there was concern for a large profit, being the continuous development policy to reach maturity, expected in 2015. Acquisition of new premises and land, interest rates on car loan or profit decreases but the foundations of future development.

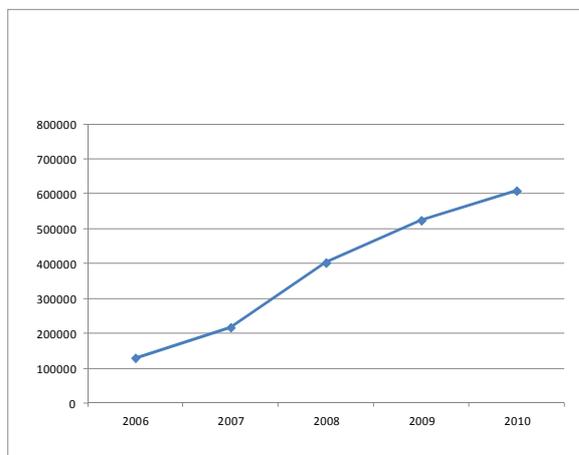


Figure1. Turn over evolution

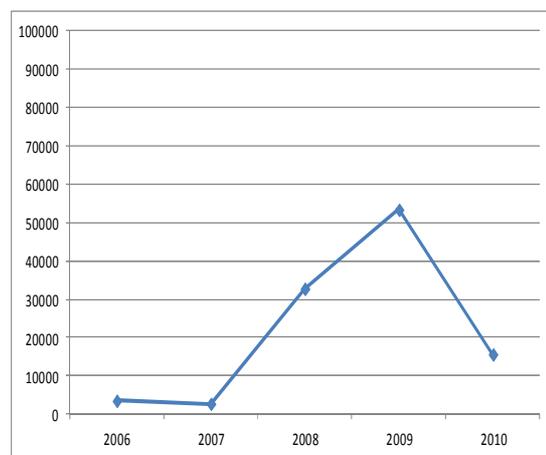


Figure2. Gross profit evolution

**Critical Analysis**

Vision and parameters that were established to develop organization's start on short and medium term and long-term policy was continued and healthy development, a policy of small steps due to limited financial possibilities, but also the belief that a building made with painstakingly, in economic performance is commensurate with the development of human resources management and organization can be truly sustainable.

Management of the organization since then, although very little experienced, established a hierarchy of issues by importance and the impact it had on the functionality organization look like this:

- funding - as obtaining funding for the current activity;
- suppliers - finding suppliers determine the trust to carry a constant supply of quality products and competitive;
- clients - achieving a portfolio of clients in the growing, in the organization to continuously adapt to the needs and requirements thereof;
- human resources - attracting and selecting qualified human resources capable to adapt to rising demands;
- image of the organization - all the time it was considered that the image of the organization in interior and especially exterior in improve must always be a faithful mirror of the reality of care and organization reflecting ongoing concern for providing management services company as.

Time has shown that the choice of these elements for proper functioning of the organization's priorities were correctly identified, but management polarized attention primarily on economic issues against those human resource organization pushing the situation to an unprecedented crisis with negative effects on self-image and which remained within the organization known as history "personal crisis of 2007".

This meant a crisis of consumption of large financial and time resources, efforts to restore the image, the need for new approaches in terms of human resources management, but also the use of effective methods of diagnosing the problems faced or will face the organization and finding the best solutions to eliminate or limit their negative effects. One of these methods is SWOT analysis in Table 2, applicable to the organization Zeletin Valley Company.

Table 2. SWOT Analysis

STRENGTH	WEEKNESS
<ul style="list-style-type: none"> <li>• highly motivated management organization</li> <li>• directors and shareholders are</li> <li>• operations in prosperous business areas</li> <li>• judicious organization</li> <li>• low competition</li> <li>• diversity of products and services</li> <li>• establish and suppliers trust and support</li> <li>• payment arrangements for customers with credit</li> </ul>	<ul style="list-style-type: none"> <li>• organization's head office is not the same locality in workstations</li> <li>• ability to control the activity points is limited</li> <li>• deficiencies in direct mutual communication</li> <li>• excessive use of indirect mutual communication</li> <li>• insufficient working capital</li> <li>• preponderance of unqualified staff</li> <li>• training and retraining needs permanent</li> </ul>

<ul style="list-style-type: none"> <li>card and cash</li> <li>• payment arrangements in rates by CEC Bank</li> <li>• issuing of invoices and warranty certificates</li> <li>• modern methods of exposure and presentation</li> <li>• additional services for clients</li> </ul>	<ul style="list-style-type: none"> <li>• a weak market to be offset by a number diversify product range</li> <li>• insufficient funds for investment</li> <li>• not applying for funding, due to the co-financing</li> </ul>
<b>OPOORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• market growth trends</li> <li>• an increase in migration from cities to rural areas</li> <li>• opportunities to acquire new commercial price crisis</li> <li>• city map coverage logistics largest distributors of products</li> <li>• access to loans guaranteed by the government to support SMEs</li> <li>• opportunities legislation on employment of unemployed</li> <li>• the existence of people who in earnings abroad but spend on place of residence</li> <li>• use the Internet Banking service</li> </ul>	<ul style="list-style-type: none"> <li>• economic and financial crisis</li> <li>• shrinking purchasing power</li> <li>• taxation of pensions</li> <li>• reduce wages by 25%</li> <li>• increased competition</li> <li>• suspension of single agency there in local bank</li> <li>• remove subsidies to agriculture</li> <li>• increasing local taxes</li> </ul>

**5. Conclusions**

SWOT analysis is made in good faith and professionalism on the indicators and information obtained from both the internal environment and external organization of the Zeletin Valley Company, result in a clear picture of the orientation and environment in which operates, about the measures to be taken to eliminate weaknesses, avoiding or mitigating threats to which it is exposed and the best use of opportunities as follows:

- improving business management and organizational communication, by finding the most appropriate methods tailored to the specific culture and organization;
- service with clear attributions of each employee in the job description;
- develop a procedure and debate regulation of in the organization, chapter by chapter;
- increase direct communication through regular meetings;
- a record of expenses stricter auxiliary
- improvement of efficiency of training and continuous improvement by adapting them to changes that are expected to occur in the company's activity;
- establishing clear assessment scales and motivation through financial rewards and non-financial resources, emotional, personnel performance.

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