The Management Process of the Employed Personnel

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Abstract: *The paper presents a synthesis on the structure of the management process of the employed personnel. Starting from all the management and administration functions of any human resources employer, three groups of activities are identified, specific to the management process for the employed personnel - strategic ordering, optimal dynamics of personnel structures and harmonization of interpersonal relations. Within each group of activities, the specific aspects regarding the competences, authority and responsibilities regarding the development of the work processes are analyzed.*
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Introduction

Within the general management process, the personnel function, like the other functions (technical, economic, creative and commercial), represents a component without which the administration and management cannot be carried out under normal conditions.

The functional matrix of any legal entity (institution or enterprise), presented in Figure 1, highlights the network of analytical factors that can guide the reasoning on strategic ordering, optimal dynamics of staff structures and harmonization of relations of the management team with representatives of the asset management authority and representatives staff employed.

	FC1	FC2	FC3	FC4	FC5
FA1	F11	F12	F13	F14	F15
FA2	F21	F22	F23	F24	F25
FA3	F31	F32	F33	F34	F34
FA4	F41	F42	F43	F44	F45
FA5	F51	F52	F53	F54	F55

Figure no. 1 Functional matrix of the legal entity system
Management functions: FC1- forecasting, FC2- organization, FC3- coordination, FC4- control and audit, FC5- training and harmonization
Management functions: FA1- technical, FA2- employed staff (social), FA3- economic, FA4- creative, FA5- commercial

As can be seen from Figure 1, the administrative function of employees - FA2, is ordered by the series of five management functions: F21 - forecasting employees, F22 - procedural and structural organization of jobs, F23 - coordinating staff activities employee, F24 - quality control and audit of employee staff, F25 - harmonization of social relations. The series of functions identified above is a distinct part of the general management process that takes place at the level of the staff employer's system based on two contracts, with legal value, concluded between the representatives of the senior management team and the employees and the representatives, respectively, patrimony administrators.

1. Strategic Ordering in the Management of the Employed Personnel

The strategic ordering component of the personnel manager ensures the substantiation and elaboration of the projects regarding the multi-annual insurance of the employed personnel and the procedural-structural organization of the employer's system.

The substantiation and elaboration of the strategy regarding the provision of human resources follow the known stages of the management science: the study of the premises determined by the internal and external situation of the employer; in-depth study of performance objectives and substantiation of the multi-annual plan and budget; reviewing and reviewing the employer's mission, if applicable; identifying the possible variants for achieving the performance objectives and dimensioning the necessary resources related to each variant; specifying the terms for starting and completing the actions; choosing the optimal plan variant based on the criteria of efficiency and managerial effectiveness; detailing the plan on the structural units of the organization; establishing the budget for each structural unit (salary expenditures and planned revenues, annually, per unit). [6, 34-46], [8,122-148], [9, 22-31]

The average annual number of employees is established mathematically, by reporting the annual production objective capitalized to the annual productivity objective, in the context of the employer's processing capacity and the performance of existing competitors in the local, regional and national environment. The aspects regarding the capacity to adapt to the changes determined by the general environment in the field of human resources (competition, competition par excellence, long-term employment in the context of permanent changes) oblige the managers to permanently appreciate the processes of integration, professional adaptation and human resources development of the staff function mechanism. In this context, the average age of the employed staff is one of the fundamental objectives of strategic management. Ensuring an optimal average age involves the movement and turnover of staff entering and leaving the structure of the employer's system through recruitment and careful selection, professional retraining and formalized career plans, layoffs through retirement and good cooperation with other labour market partners.

The success or failure in human resources forecasting decisively influences the evolution or involution of the employer structure. [4, 69-73], [9, 22-31] Thus, the success of the strategic management of human resources can be achieved by applying several basic rules: careful monitoring of the activities of substantiation, development and implementation of plans with the active participation of all managers; precise and clear formulation of performance objectives so that they can be easily understood by both performers and managers; the strategic management process must induce at the level of each employee the acceptance of the changes as a means of progress and guarantee of the long-term survival of the company or institution; careful monitoring of the occurrence of any of the causes that may compromise the achievement of the envisaged objectives and the adoption of the necessary measures. At the same time, the failure can be determined by a causal complex characterized by: erroneous evaluation of the premises for substantiation and elaboration of the plan; ignoring by managers the evolutions of environmental factors; overestimation by managers of their own experiences; ignoring the control regarding the application of the plan and not adopting the managerial decisions to correct the possible design errors; faulty communication between managers at different hierarchical levels in connection with the development of the strategic management process; the negative reaction of employees to the introduction of changes imposed by the new plans. The following table presents the categories of staff and the decisions needed in the strategic ordering phase of the human resources assurance process. [8, 257-259]

Table no. 1 The categories of staff and the decisions needed

Category of staff	Necessary decisions
Existing staff	Performance evaluation; work productivity; balanced distribution of tasks; ensuring equal opportunities; professional development; remuneration; the professional career plan of each employee.
Newly employed staff	Recruitment methods; selection procedures; integration - adaptation; on-the-job training; occupational safety and health.
Recruited staff (potential resources)	Recruitment methods; public relations and communication; pay scales; benefits for employees.
Starting point staff	Dismissal for poor performance; retirement; dismissal procedures; personnel fluctuation.

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A personnel planning begins and ends with the analysis of the general objectives of the institution or enterprise. The most important areas of analysis refer to the marketing and the volume of products to be made, because they strategically guide the employer. Starting from these analyzes, the personnel needs can be determined based on the orientation according to the four categories mentioned above.

The organization of the employer-employee system includes specific activities ordered on the basis of criteria and options that generate implications in the strategic ordering phase for the employed staff, as shown in the following table. [1, 163-179]

Table no. 2 Criteria and options that generate strategic implications for the employed staff

Criteria	Options	Implications
Objectives	Products services diversifications	Strategies
People	Specializations, intellectual and physical competences	Social climate
Structures	Subdivisions, staggering, labor relations, delegation, decentralization	Decision making processes Efficiency - effectiveness
Methods, proceedings, techniques	Mechatronization - computerization - innovation implementation of new discoveries in the scientific field	Activity flows, cooperation networks, productivity
Environment	Stability - predictability Mobility - hard to predict	Opportunities Threats
Institutional/ entrepreneurial culture	Orientation towards partners and the general public Quality Ethics	Reputation Creativity – innovation Integrity

The fundamental criterion of strategic ordering is the permanent adaptation of the employed personnel to the changes of the environmental factors. [8, 39-44] The main questions regarding the design of the structures organized by the employed staff are:
   • What is the optimal way of dividing work - specialization by functions, specialization by products or by geographical areas?
   • How much specialization should be encouraged - should we stop at activities or can we go to specialization by duties and tasks?
   • To what extent should working procedures and instructions be standardized?
   • How much autonomy should be given to each person?
   • How is the optimal coordination and integration of specialized compartments achieved?

In the same context of the strategic ordering regarding the management of employed personnel, two categories of characteristic elements are analyzed [1, 168-179] [2, 824-828]:
   • *Dimensional characteristics* - the number of employees, the sociological structure, the structure by professions, the average degree of qualification, professional skills and attitudes, the initial training costs.
   • *Functional characteristics* - labor productivity, quality of work, staff turnover and degree of participation in production processes, costs for operation and maintenance of the subsystem.
   • The stages of performing the analyzes regarding the employed personnel are highlighted in the table below. [7,63-65], [9, 27-31]

Table no. 3 The stages of performing

Denomination of the stages	The content of the analyzed activities
1. Concept	Study of strategic and tactical plans. Study of staff recruitment sources Prospects for labor market globalization
2. Projection	Job description and analysis Dimensioning of compartments and hierarchical pyramid Description of labor relations Elaboration and adoption of the company's organizational chart Elaboration and adoption of job descriptions Elaboration and adoption of the company's operating and internal regulations

Denomination of the stages	The content of the analyzed activities
3. Realizing	Recruitment and selection of human resources Professional integration and adaptation
4. Use	Human resource development Job evaluation Human resource training (staff motivation)
5. Maintaining	Monitoring work processes Correction and adjustment of the human resources subsystem.
6. Development	Improving the professional training of employees Improving the work climate and promoting positive cultural values, of excellence in carrying out activities. Permanent adaptation to the course of changes imposed by new discoveries in the field of activity.

The organization of activities regarding the provision of human resources and the occupation of jobs with employed personnel constitutes the basic support of the strategic ordering. In this context, the attributions, responsibilities, competence and authority of the specialized personnel compartments are structured on the following fields of activity [7, 65-67], [9, 16-19]:

- Staff - recruitment, selection, employment, integration and management of data on employment contracts and the register of employees.
- Education - training and improvement of staff.
- Occupational safety and health - prevention and elimination of sources of occupational diseases and accidents.
- Salary - ranking and establishing the salary rights of employees.
- Labor standardization - elaboration and revision of labor norms, evaluation of employees' work performances.
- Analysis of the processes of realization and development of the subsystem - recruitment and selection of resources, integration and professional adaptation, development of human resources, evaluation of performances and reformulation of options regarding human resources.

The centralization or decentralization of activities in the field of managerial organization of human resources is a feature of each institution or enterprise. Through centralization the responsibility for decision making is concentrated at the top managers, while through decentralization the responsibility for decisions is distributed to all managers, at all hierarchical levels. The degree of centralization or decentralization is determined by a series of factors such as: the number of employees, the geographical dispersion of the units in the organizational structure, the model of institutional or entrepreneurial culture etc.

2. Optimal Dynamics in Personnel Management

The dynamism of personnel management is achieved through personnel coordination, control and audit activities. Coordination ensures the maintenance and improvement of the dynamic balance between all departments, prevents the occurrence of malfunctions and leads to the rational use of human resources by highlighting the strategic ordering activities presented above. The control and social audit are supported by all the activities of evaluation and correction of the functionality of the entire organized system, in order to achieve the objectives programmed by the employer of human resources. Thus, employees and managers can know how close the results of the work are to the indicators of the adopted standards, can appreciate the weaknesses and errors that appear in their activity as well as measures to correct or prevent undesirable situations in the future regarding personnel management.

Coordination involves the use of specific means of organizational communication, information, daily ordering of the work agenda and optimal request of networks of collaborators by activating labour relations. Coordination gives the managerial process fluency, timeliness and dynamism. [1, 729-736], [9, 361-370]

Organizational communication is the process of transmitting and receiving information between people in order to coordinate individual and collective actions to achieve the programmed objectives, in general, and in this case for human resources objectives. The targeted actions refer to recruitment, selection, integration and professional adaptation, human resources development, job ranking, and the objectives are those regarding the rate of fluctuations, the rate of absenteeism, the rate of dismissal, labour productivity etc.

Information is the process of collecting, processing and providing data and information on the structure (numerical and specialization) of staff in each department and the possibilities of real-time involvement of each employee to transpose decisions so as to reduce the risks of misunderstanding the messages communicated or non-recognition of immediate tasks in the context of operational processes.

The work agenda is the technical means used for the diurnal and chronological ordering of the most important activities aiming at the objectives in the field of personnel management. The data subjects are subordinated to the human resources manager, the collaborating managers from the same hierarchical level as well as the managers from the higher hierarchical levels, from the same echelon, which are required to support the actions. All these people form the communication network regarding the realization of the labour relations in the process of the personnel management employed.

The quality of coordination is determined by internal and external factors that influence communication and information within the system. [9, 370-372]

The internal factors, with important influences, are: the organizational structure, the institutional or enterprise culture and the management information system. *The organizational structure* directly influences the communication network and, implicitly, the managerial coordination. A complex structure multiplies and agglomerates the communication process, distorts the content of coordination messages and reduces its quality level. The simple structures shorten the communication path, ensure the increase of the qualitative level of the communication and, implicitly, of the coordination. *Institutional or corporate culture* intervenes on the coordination process, especially through its spiritual, immaterial components. Thus, the beliefs, values and norms promoted by the elites impose and maintain traditions and rules that are felt in the processes of communication between people and that are obviously reflected in the results of managerial coordination. Strong cultural models generate superior quality results, incomparable with those of weak models. *The management information system*, through the technical means and the data collection and processing channels, intervenes directly in the organizational communication process and decisively influences the entire managerial process.

External factors that influence coordination are: the dynamism and magnitude of social change, advances in information and communication technology, the general level of education of people. *The dynamism and magnitude of social, cultural and economic* changes amplify or can maintain the volume and speed with which messages are transmitted and received in the communication-coordination process. In a relatively stable environment, with slow and small changes, formal communication is encouraged, through written messages, with long-term validity. In a dynamic, turbulent environment, oral, telephone, or teleconferencing communication is preferred, with spontaneous coordination. *Advances in information and communication technology* directly and to the greatest extent influence interpersonal communication and, obviously, managerial coordination processes. *The general level of education of people* determines qualitatively and quantitatively the volume of interpersonal message exchanges. The large differences in education between the people of an organized structure considerably reduce the possibilities of communication and prevent the smooth development of coordination in work processes.

Improving the coordination in the managerial process of human resources can be achieved, obviously, by carefully studying the factors that influence it. There are several directions for action in this regard: continuous improvement of oral and nonverbal organizational communication, development of written

communication skills, and choice of the most appropriate means of communication. Below are some rules that should be applied by managers, both as senders and receivers, in the process of organizational communication. [9, 379-370], [12, 127-144]

Message transmission rules: the purpose and effects of the message must be clearly established; their ideas and sequence of presentations must be outlined logically and unequivocally, in short sentences and in common words; the place and time of transmission must be chosen as close as possible to the application; after transmission the verification of the correct receipt of the data contained in the message must be verified, without distortions or omissions; the sender must periodically check the quality of his messages by reading or listening critically to his own speech; style based on critical appraisals, neutrality, superiority and certainty is not recommended; style based on description, orientation, spontaneity, sympathy, understanding, equality, flexibility is recommended; the objective presentation of the concrete situations in the communication process stimulates the dialogue and mobilizes the interlocutors to support the actions to reach the purpose of the message; a priori assessment of the realities and the ability of the receptors to act causes a defensive and counterproductive behaviour of the receptors.

Rules for listening to messages: do not talk to the sender at the same time; a state of relaxation must be created for the speaker; the speaker must be shown that he is expected to communicate; nonverbal communication with the issuer is required to encourage him; during communication there must be complete silence; calm must be maintained during communication; nothing else must be done during the transmission of the message; when communication distortions arise, clarifying questions should be asked.

The effectiveness of communication and, implicitly, of coordination presupposes the knowledge and application, equally by the managers and by the subordinates, of the rules enumerated above.

Management information systems are in a continuous modernization due to new discoveries in the field of digital media production and new technologies in the fields of informatics and communication. These systems are involved in all organized processes and decisively influence them at the level of coordination and control-audit functions. The specialized literature gives wide spaces to these new implications and can be exemplified in this sense, for the management of human resources, a series of virtual addresses: www.sap.com, www.optimum-solution.com, www.siveco.ro, www. proconcept.ch etc. The information systems offered by these addresses have solutions for the management with references and to the personnel function. [4, 375-390], [9, 371-381]

Social control and audit regulate the functioning of the entire system, in the context of strategic orientations and social climate determined by the personnel management process thus meeting the expectations of all parties involved - employees, owners, partners (suppliers, creditors, beneficiaries) and state authorities. [9,398-404]

Most people perceive control and audit actions as additional factors of organizational stress. This situation was largely due to the authoritarian management practiced in autocratic systems, excessively centralized. Modern management requires a new approach in connection with the activities specific to the control and audit function. Control and audit should stimulate people's participation in evaluating the results and establishing the corrective measures that are required where appropriate.

The projection of the managerial process of any institution or company starts from the premise that all the activities organized in the system will be carried out according to the provisions resulting from the strategic, tactical and operational plans. The appearance of unforeseen disruptive factors, both inside and outside the managed system, causes interruptions or desynchronizations in the development of scheduled activities. For this reason, actions are needed to generate the correction of the operation of the system in full agreement with reality in order to ensure the timely fulfilment of the planned objectives, both quantitatively and qualitatively.

Audit and control are the functional components of the system through which, in managerial practice, the improvement of the future performances of any institution or enterprise is ensured. Each of these components reveals activities that are organized and carried out according to their own norms and standards that can be perfected. [4, 347-354], [9,157-200]

Next, we will compare the two activities in order to reveal the aspects that differentiate the control audit and to note that both have the same purpose - eliminating the risks of meeting the objectives and improving the performance of the management process. The table below summarizes the similarities and particularities of audit and control.

Table no. 4 The similarities and particularities of audit and control

Control	Audit
Similarities	
• is organized and carried out on the basis of specific legislative regulations; • ensures the dynamics of qualitative, correct transformations, in conditions of effectiveness and efficiency, of human resources; • limits and cancels the risks regarding the safety of the patrimony, safety and health at work.	
Particularities	
organization and leadership at tactical and operational level	organization and leadership at the strategic level
continuous activity, in all functional and operational departments	organization and leadership at the strategic level
the findings of the control actions aim at the correctness of the execution of the execution activities	the findings of the audit actions aim at the correctness of the control activities
the conclusions of the control reports are mandatory for all employees responsible for the inadmissible deviations found	the conclusions of the audit reports have the character of an advisory opinion, the responsibility for their application lies with the strategic management

The control is a specific, continuous, dynamic process and adaptable to the context of changes imposed by the national and global environment. This process ensures the measurement of the achieved performances, their comparison with the reference performances indicated in the standards or in the managerial plans, determines the deviations and initiates the corrective actions when the admissible limits are registered. The control includes all aspects of work processes and is organized and led by tactical and operational management. The audit is carried out periodically, depending on the level of existing risks regarding the achievement of the planned objectives, based on an annual plan, approved at strategic management level, by the employer of internal or external audit activities - competent state authorities or owners of the institution / enterprise. [10, 112-121]

The findings of the control process are mandatory for the operational executors and aim at achieving the conformity of the effective results with the provisions of the legal quality standards / norms and of the strategic and tactical plans of the institution or enterprise. The control ensures the discovery of errors, the prevention of deviations and frauds, the protection of goods and information is ensured, the quality of accurate and adequate records is achieved, corresponding to the personnel function. The findings of the audit process are independent of those of the control, they have an optional character, of recommendation or consultancy, they are considered helpful for the control activities and, implicitly, for the management. As most often stated, the audit is "internal control" in the sense of helping and not obstructing it. The auditor's findings focus on those activities that involve major risks and not on all activities in the institution / enterprise system. Also, the auditor's findings have the value of opinion and the responsibility for taking over and capitalizing on them belongs to the top managers.

The control is under the authority of tactical and operational management, with implications for all employees. At the national level, the control is organized and led by the Government, through the Ministry of Labour and the territorial institutions subordinated to this ministry. For these reasons we can appreciate that the control activities have a national scope, with a direct impact on the population,

which explains the perception of these authorities as defenders of the collective rights of the employed personnel. The audit is recognized at the level of institutions and companies under the authority of strategic management and at national level is under the authority of the specialized Ministries - education, research, labor and social protection, health and family. For these reasons we can appreciate that the audit activities have a national spread, which explains the role of stimulating the growth of performance in the field of human resources.

There is a direct and very close link between the control - audit function and the forecasting function. Control and audit are often considered stages of the planning process. The control and audit in the management ensures, for the management positions, information regarding the real development of the work processes. This information can be used for several purposes:
- updating the provisions of the strategic plan, which prove unachievable during the control and audit;
- optimizing the state of professional stress and eliminating some conflicts within the institution/enterprise system;
- evaluating the efficiency of the execution staff;
- substantiation, on real bases, of the work norms and of the qualitative performance parameters;
- protecting the patrimony of the institution / enterprise by avoiding the inefficient use of human resources and eliminating waste or theft.

The control and audit processes must be professionally understood and applied in the context of the integration of national legislative names and quality standards with those of the European Union.

The structure of the control and audit processes is similar in terms of work steps. The particularities intervene in the working procedures and instructions as well as in the way of capitalizing on the conclusions of the final activity reports regarding the results of the control, respectively the audit.

The stages of the control and audit process are: the study of performance standards and norms; *determining effective performance*; *identification of deviations; establishing corrective actions* - in the case of control, or *formulating the report of opinions on the correct application of control rules* - in case of audit. From the enumeration made it is observed that the first stage is determined by the forecasting function, the other three are specific to the control-audit function. It can also be noticed that all stages appeal to the information and communication system of the institution / enterprise.

The *study of performance standards and norms* ensures the knowledge of the reference elements, in concrete, quantifiable terms, regarding what must be obtained in the activity of each department and of the entire institution/enterprise. In certain situations, these elements may constitute objectives foreseen by the institution/company and are taken over and used as such in the control-audit activity. Depending on the hierarchical level to which the expected performances refer, there are several categories of standards and norms: corporate, functional, product and individual standards and norms.

Determining effective performance is the stage that involves measuring and recording data that outlines the real picture of strategic tactical and operational projections on human resources. The frequency of measurement operations varies depending on the nature of the controlled or audited activity and the hierarchical level of the performances pursued. Thus, some qualitative and quantitative performances in the production activity are constantly monitored while the activities of product conception and design are evaluated at the end of the monthly or quarterly calendar cycles. From these examples it results that at the lower hierarchical levels, the frequency of control operations is much higher than at the higher ones.

The identification of deviations is the stage in which the control specialists determine the existing differences between the projected/predicted and the actual/realized performances and the audit specialists ascertain and record opinions regarding the correctness of the application of the control methods for ascertaining those differences. Performance standards and norms always provide for

permissible upper and lower limits of these deviations. The more the deviations found cause risks with greater economic effects, the closer the hierarchical level of the manager required intervening is to the top of the hierarchical pyramid.

The establishment of corrective actions is the stage that involves the evaluation of ways to eliminate impermissible deviations and measures to prevent their recurrence in the activity that was subject to control. To perform these operations, managers must analyse the deviations found and highlight the causes that caused them. Among the most common causes, encountered in production-specific companies, are: deficiencies in the development and implementation of plans; faulty organizational communication; the work climate dominated by dysfunctional conflicts; inadequate qualification of staff; poor motivation of people; mobility of economic norms and regulations and others. The consequences of these evaluations can be felt unfavourably or favourably on the entire institution / company. Unfavourable consequences are analysed with the utmost care and corrective measures are immediately taken to reduce or eliminate the causes that caused them. The favourable consequences appear as a result of the unexpected change of the environmental factors and represent possibilities that must be capitalized as opportunities for the company.

Identification of deviations and establishment of corrective actions are recorded in the case of control by specialized functional compartments and are mandatorily transmitted through tactical management decisions, applied and monitored by supervisors and controllers.

The opinions expressed in the case of the audit are recorded in the auditor's reports (which may be clear or qualified), the responsibility for making the decision belongs to the strategic management and the monitoring of the application is the responsibility of the tactical management. Suggested audit corrections occur only in the case *of so-called qualified reports*.

The scope of the control and audit processes is adapted to the specific conditions of each institution/enterprise taking into account two essential criteria: economic efficiency and behavioural reactions caused within the institutions and enterprises.

The economic efficiency of the control and audit actions is assessed by the favourable consequences regarding the framing of the results of the management process within the foreseen limits. In most cases, costs can be estimated with great accuracy, but increasing revenues or improving environmental factors requires a careful, complex analysis of the overall results of the system managed and administered. For this reason, the dimensioning of the volume of control and audit activities must be the subject of systematic studies, carried out periodically, taking into account the risks of reducing these costs, not only at the establishment of the enterprise/institution but also throughout operation. [12, 175-188]

The behavioural reactions of people, caused by the existence or non-existence of control and audit, are interesting and greatly influence the whole process of managerial training within the institution / enterprise. Very few people want to work in an uncontrolled environment because they have a sense of insecurity caused by not knowing what is expected of them. At the same time, many people do not want to work in an overly controlled environment.

People react to control according to each person's personality and experience. In most cases, there are negative reactions of resistance to control actions. Control, considered excessive, causes reactions to avoid or sabotage the actual operations by those controlled. Sometimes, too rigid, uncooperative control causes psychic reactions of frustration, with negative effects on the individual performance of employees and the overall institution/enterprise.

In order to avoid negative behavioural reactions, when organizing and carrying out the control and audit processes, some basic principles must be taken into account: the adoption of realistic performance standards and norms; conscious involvement of enforcement staff in identifying

deviations and careful communication of corrections; avoid excessive control and use it only where necessary; periodic reassessment of opportunities to improve the management information system.

The control and audit covers all activities in the field of personnel management - the realization and observance of employment contracts, ensuring labour protection and safety, staff standardization and remuneration, recruitment, selection, integration and adaptation of new employees etc.

The control and audit processes are a very complex subject of study in modern institutions/enterprises where labour relations acquire new forms of manifestation and are increasingly mediated by companies specialized in human resources management.

3. Harmonization of Relations in Personnel Management

The harmonization of relations in personnel management ensures the participation of employees in achieving the expected objectives regarding work performance (labour productivity, staff turnover rate, absenteeism rate, etc.) in the context of achieving personal satisfaction as a result of work performed. Management science reveals the complex content of the general process of harmonization by appealing to the particularities of human resources, organizational conflicts and organizational stress, motivational theories, etc. For this reason, only a number of aspects specific to personnel management will be presented below. [1, 153-163], [11, 283-287, 296-300]

By training the employed staff, skills and attitudes of people capable of raising the quality level of performance and learning capacity are achieved. A manager, a *"good coach",* recognizes the availability of the members of the team he leads to take on certain tasks. In this context, a dynamic interaction is created in which the manager is convinced that helping his subordinates is, implicitly, helping them to perform their own tasks.

Regarding the training, the concept of *assumed commitment* has been developed in recent years, which explains the obtaining of the employees' attachment and loyalty towards the employer. The following are some significant aspects related to this concept. [1, 153-157]

Assumed commitment means the state in which the individual becomes, through his actions, obliged to support the activities of the employer with personal involvement. The commitment assumed has three components: the identification of the employees with the objectives and values of the organization; the desire to belong to the organizational group; willingness to make an effort for the group.

The commitment assumed allows the achievement of excellence in work without control. The workstations are designed to combine the planning and achievement of objectives through efforts to modernize operations and not through routine or maintenance of the old ones. Ingenuity is encouraged when the values promoted are not restrictive or are not subject to limited normative principles that inhibit creativity.

The commitment made can generate motivation if an equal relationship is recognized between the good of the employer and that of the employee when the planned objectives are met. Where the commitment is really there, the motivation has all the chances to be strong. Cultivating the commitment involved involves a process that contains three conditions: since the interests of employees do not coincide with those of the employer as a whole, when setting goals, both parties must be involved, the goals must be formulated so as not to discourage creativity and adaptation according to the conjuncture, favouring the motivation by reducing the hierarchies, the differences of status and encouraging the team work.

Success in promoting the commitment assumed, as a modern way of training employed staff, is achieved when a series of principles in personnel management that are presented in the next decade are observed. [1, 161-162], [11, 266-270]

1. Messages from the manager to the team must highlight the common interest in supporting and achieving the scheduled objectives;
2. The undertaking given must be bilateral in terms of rights and obligations;
3. Cultivating mutual trust between the manager and the team members by encouraging dialogue, comments, suggestions, etc.
4. Promoting consensus and cooperation to ensure lifelong learning and career development of team members;
5. Advice and assistance for partnership agreements with trade unions in order to pursue the unity of interests between employer and employees;
6. Avoiding cultural segregation between organization and management by reducing status differences;
7. Encouraging job security policies and avoiding redundancies;
8. Development of performance management through the compatibility between individual and collective objectives;
9. Increasing the feelings of belonging of the staff to the POM structure by distributing shares, profit participation, etc.
10. Stimulating the professional engagement by identifying the employee with the work he does and the permanent enrichment of the work content on the position he occupies.

Methods for improving human resource performance are based on the assumption that all employees want to contribute to increasing the organizational capacity of the organization and that; in general, groups are forums for generating valuable ideas and actions. The following are some known methods of increasing the performance of employees applied in recent decades. [1, 714-727], [9, 415-419]

- The *method of quality circles* is successfully applied in the field of metallurgy machine construction and production of consumer goods. A "quality circle" is set up voluntarily, out of a number of 8-10 employees within the same department. These volunteers meet a few hours a week and discuss issues related to the productivity and quality of the department. Decisions are taken by consensus within the group. Usually these groups have a lifespan of 1 to 3 years and are rejected by the supervisor because they are perceived as a threat to his authority.
- The *method of self-managed teams* consists in assigning, almost entirely, all the responsibilities related to the realization of a certain product or service to autonomous working groups. Management is responsible for providing information on costs, quality, and any technical assistance requested by the team. For self-driving teams to work, it is necessary for the company to develop flexible control systems, cancel bureaucratic procedures, guarantee job security and allow radical changes in the employer-employee relationship.
- The *method of monetary incentives* is the most well-known way to ensure the increase of labour productivity. Employees who improve their performance are paid better. Money incentives can be granted individually or in working groups, taking into account the overall results of the organization. Money incentives are also granted to those employees who suggest certain ways to increase organizational performance through creativity, innovation and loyalty to the institution / company.
- *Methods of improving employee behaviour* are used in order to increase the productivity of managers. The behaviour of the leaders at the middle and operative levels of the line can be changed by positive, negative accentuation or by ignoring, with safe effects also on their subordinates.
- *The method of redesigning jobs* is based on the assumption that the experience gained, after several production cycles, can cause changes in each job so that employees feel satisfied and respond in turn through greater involvement in growing organizational performance. Among the changes that can increase the motivational potential of employees are: combining tasks so as to increase the independence, competence and authority of jobs or the formation of departments responsible for a particular product.

Employee job satisfaction is a pleasant, positive emotion caused by the results of professional activities. Dissatisfaction occurs when employees' expectations of work results are misled. Job

satisfaction is determined by the salary received, the recognition of professional competence, the state of relations with colleagues and managers, organizational culture and the company's image in the local, national and international environment. Job satisfaction is in fact the consequence of a good training in the managerial process of human resources reflected by the reduction of absenteeism and staff fluctuations.

Conclusions

The management of the employed personnel is a component part of the general management and administration process of all legal entities being conceived, developed and harmonized in the context of strategic ordering, optimal dynamics regarding the scheduled activities and motivation of all people involved or interested in the expected social results.

The activities supported by skills, responsibilities and decision-making capacity regarding the objectives of human resources and staff are recruitment, selection, integration, labour relations, occupational health and safety, strengthening organized structures through training, specialization and motivating professional career of employees related to the dynamics of factors the labour market environment.

Strategic ordering is the stage of projection of multiannual activities and objectives that is materialized through the strategy and organization of the structures involved in the field of human resources. The fulfilment of the objectives decided in the previous stage supposes the development of the labour relations in an optimal rhythm, in the stage of dynamic regulation of the process, through functional organizational communication networks and with the assurance of the professional quality of the operative personnel. In the stage of harmonization of interpersonal relations, the hierarchies of the workplaces and the careful administration of the motivational incentives are followed and realized so as to consolidate in the long term the social structure of the employer of human resources.

Each stage of the management of the employed personnel presupposes the knowledge and application of the specific methods and procedures from which the most current and representative ones have been selected and presented in the present work.

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