

The International Management of the Human Resources of an Enterprise and Its Impact on Its Business

Key words: international management of human resources, global management of human resources, global manager, international management efficiency of human resources, international management of the human resources of a business enterprise.

The above mentioned doctoral thesis is the final results of the research conducted during the doctorate studies where we set about an approach of the international management of an international business enterprise's human resources within the modern society which is represented by a network of companies that appear, develop and disappear. Within this context, people, the human resources, represent a present and future vital source of all the business enterprises, which ensure their competitiveness survival, development and success.

We make a note of the fact that the employees of a business enterprise make up resources which have to be trained and developed through investments since **human resources are the first strategic resources of the business enterprise**. It follows that the business enterprises' success, competitiveness degree and progress depend ever more on the quality of the human resources.

Taking all these aspects into account, the analysis of the human resources management of the business enterprise in this doctoral thesis was done within the frame of internationalization and globalization, where the theoretical and methodological aspects harmoniously intertwine with the practical aspects regarding the enterprise's human resources management. In an ever more globalized world that changes with an unprecedented speed, each enterprise has to keep up with these transformations that we could characterize as being revolutionary, and to employ competent, well-informed, loyal, flexible and talented personnel. At the same time, our work also makes it clear in this analysis that **the managers of the international business enterprises have to ponder on what they offer their employees and what they expect from them if they wish for high performance and competitive companies**.

The international management of the business enterprise's human resources plays an important role in promoting the strategy in occupying the workforce, moreover, it has a properly defined place within the general management context of the global company, thus nowadays emphasis is placed on the aspects regarding relations, the report begins with recruiting, selecting, employing, perfecting and stimulating human resources along the employment path and all the way to the end of activity. The specificity of the international management of human resources means it contains a complex of interdisciplinary conceived measures regarding recruiting, selecting, employing, utilizing through ergonomically organizing labor, material and moral stimulating until the end of the work contract. **Moreover, IMHR accounts for the fact that in the business world challenges and change compulsoriness relate to normality, to the importance of a person in successfully running a business; that the managers' responsibility means not only to supply jobs, but also to achieve performance**. Within the present context of the world economy, IMHR has imposed multiple and complex requirements by means of the manager position, among which: the scientific organizing of labor, taking into account organizing requirements, determining the real requirements of the

personnel, preparing the company, professional motivating, dialogue with the syndicates, improving the work microclimate and preventing accidents.

The **complexity** of our research brought about the need to interdisciplinarily treat the subject of the doctoral thesis, which necessarily implies a theoretical-methodological dimension, binding the logical with the historical, the international legislative framework and a sociological dimension in view of contributing to identifying possible and necessary problems and objectives of the international management of an enterprise's human resources and of its impact on the company business within the globalization adequate to present and future realities.

The doctorate thesis was structured in proportion to relevant issues identified within the reference terms which we addressed along the five chapters of scientific substance, accompanied by a set of conclusions and a vast specialty bibliography.

In the first chapter entitled "The International Management of Human Resources (IMHR) of enterprises with international economic business activity", with a theoretical character, but with significant practical implications, there are references to: the place and role of human resources within the international and global management of business enterprises, the personnel selection and integration within the global enterprise (recruiting business specialists outside the global enterprise: recruiting, employing and professional integration of the human resources of the international business enterprise) as well as the impact of the transformations from the labor process within the company on the international management of the human resources of the business enterprises with all the consequences on attaining high performance.

At the end of this chapter, we made a note that in view of the development prospects of the international and global enterprises, both the number and the quality of the human resources will have new valences which are difficult to assess now. We demonstrated that this happens due to the development of the economy and technics, to the rapid transformation of the company's social environment, to the growth of social responsibility and of human resources mobility, the change in industrial psychology, are only a few of the aspects which highlight the human resources importance for a business enterprise on an international level.

In the second chapter "**Internationalizing the business company. The global managers and their selection**", to which an ample space was granted, given the importance and complexity of this issue, the present analysis starts from the thesis according to which **internationalizing the business enterprise manifests ever more emphasized on various spatial scales**, and this process has a major impact on the human resources management. Here we presented the factors which cause the internationalization of the company, the types of business enterprises, the cultural diversity among the employees of business enterprises, the implications of the cultural influences on the human resources management. Taking into account precisely this aspect, managers need a certain training in diversity, they need to adopt a balanced attitude in the synergetic management of cultural differences may be detrimental to communication and collaboration between the employers, of decreasing productivity.

Another aspect treated in this chapter refers to the activity of the business enterprises in the context of interconnected global economy making a note of the fact that the interconnected global economy has favored the expansion of global firms and on this basis the speeding up of businesses and of

investment, technological and informational flows between the world states which led to actuating the economic-social progress-generating structures and implicitly to the advent of the new world economic system within which processes and phenomena are represented by the integrated economic spaces, framed within the regionalizing phenomena of commercial relations, have led to the advent of certain operational structures for managing global assets with a strong impact on implantation countries, in the sense that these have known a major development, thus marking **the speeding up of the contemporary world economy globalization process.**

These rapid changes highlight a multidirectional development of the world economy, a trend propelled by the ensemble of integration processes of global enterprises' corporative investment systems which **contribute to strengthening of a global economic development sufficiently flexible in terms of capitalizing the human, technical and technological resources of the world economy.**

Starting off the structural characteristics of global enterprises (top management performance and behavior) we can define the global enterprise as an entity which controls the assets of other economic companies that originate from foreign economies, different from the national one, which often own a certain amount of the operational assets. Overall global enterprises support the development process in terms of integrating competition spaces in agreement with the social development character of each entity assimilated to the process of "redistributing" investment benefits managed by the ensemble of global companies and maintain the capitalizing degree of human resources. They make the best products and use the highest educated workforce. These aspects demonstrate that global enterprises which generate new investments and innovations or products and technological processes promote focusing of both material and human assets.

Finally, **the global enterprise is a progress factor of the interconnected economy;** it generates significant impacts and creates directions for adapting these to the conditions of the external environment which is characterized by keen competition, while their management externally and especially the **management of human resources lay in front of a new challenge that has to do with globalizing business** which in turn causes national economies and the destinies of the communities within them to be ever more interconnected.

Under the new conditions, it is considered that at the beginning of the century and of the millennium **the priorities of the successful companies' management** take into account elaborating a more complex competitive strategy by aiming at increasing the quality of products, decreased prices, by simultaneously watching several market segments and developing new products.

The world economy is led by gigantic enterprises, by mega corporations, which were the result of mergers, acquisitions and strategies alliances as a logical consequence of competition. What is new is not the fact that these dominate the world economy, but we are witnesses to a combination of a globalized economy with ever more sophisticated information technologies, which are granted the possibility to strengthen their control on a larger scale, while **people have become the exponents of a society of knowledge**, and knowledge as well as human resources has become an important resource of the global enterprises which are organizations open to everything new.

Within this context, **the successful businesses have focused on the continuous learning process which constitutes a priority of the management of the XX century enterprises.** Moreover, these

enterprises' expenditures on sustained training of the human resources are quickly warned by the growth of the labor productivity.

The previously analyzed and demonstrated aspects show that in the era of globalization we are witnesses to the birth of new types of relations between companies and their environment. Against this background of transformations in the interconnected economy, **the role of the human resources management** within the modern companies has changed as a result of their transformations from reactive units into proactive ones, with teams of professionals able to insure the companies reach their goal.

Apart from the fact that today we witness an unprecedented expansion of global companies, in the future these will be replaced by "relationship enterprises", at the same time companies become common citizens of other states, while in the global business environment no company dominates the world economy or hold monopoly on innovations, on technology, while assets and talents move in different directions which leads to a sort of corporation without a state. At the same time, **the zones controlled by global corporations** originate from industrialized countries (78%), 20% from the developing countries and 2% from Central and Eastern Europe.

In this chapter, taking into account the transformations within the business environment, we paid **special attention to the analysis of international management of human resources which is a component of the international management of the global business enterprise** since people are employed by a business, sometimes they are its managers, and sometimes its suppliers, clients, debtors, and oftentimes they drive an initiative. Yet frequently they may have all of the above. Moreover, the interdependence between the company's strategy, its structure and the personnel occupy a central spot in our analysis. As a result of this fact here we make an ample analysis of the types referring to the role of the IMHR in ensuring the personnel for global operations, the global manager within the international business company (the manager's role in running and coordinating the global enterprise's human resources, the global managers' skills and their quality of being good leaders; the criteria and factors taken into account when selecting global managers; training the managers and the support offered by the international business enterprise); the cultural shock for the company's managers who go abroad, compounding expat managers and those in the host country; managing the company's personnel and their taking part to the management; the company's and workers' policies regarding human resources.

In the third chapter entitled "**The impact of human resources management on the efficiency of the global enterprises' activity**", we presented the fact that the global enterprise's human resources refer to the persons employed by the company who bring an important contribution to fulfilling the management system. This contribution is concretized through the economic growth of the global enterprises' activity, which means that **for the host country the global enterprises represent an additional source of investments, technology, employment, modernizing of management, qualifying the workforce, increasing the competitiveness power of the nation, a better integration into the world economy and affiliation to new export markets as well as collecting income and taxes**. The aim of human resources management in a global enterprise is to maximize the profit or the assets of the company.

The impact of the global enterprises' human resources management is also concretized through **expanding exports** (1/3 of the global exports, **the ISD balance**. Exports in the world economy being

placed in all the areas of activity – multinational production, agriculture, a.s.o.); **increasing competitiveness** in the developing countries; **research and development activities**. Moreover, the increase of the international production systems mirrors the answer of the global enterprises to the dramatic changes in the global economic environment; these companies are in a continuous search for openly competitive advantages through the optimum geographic configuration of their activity. Thus, through the human resources management these companies contribute to modernizing the country's competitiveness, influence the dynamics of the investment flows, increase the efficiency of the activity of these companies (efficiently using resources, the mobility costs, profitability) concretized in the base indicators of the economic efficiency (the production capacity, the profile, the profitability, the number of employees, the work productivity, the economic efficiency quotient of the investment and the transaction rate).

All these aspects reveal the fact that **global managers play an important role on the one hand in increasing the work productivity and on the other hand in modernizing the countries' competitiveness which finally leads to increasing the economic and social efficiency of the companies demonstrating that international commercial flows inscribe through the economic-social efficiency criterion within the success factors of the economic growth and the factors defining the quality of life.**

In the fourth chapter "The human resources management of the Romanian business enterprises in the European and global business environment" an ample space of approximately 100 pages was devoted to this part of the research, as well as an increased importance in the analysis based on the following reasons. Romania's accession to the EU demonstrates on the one hand that Romanian business enterprises as a whole have both resemblances to and differences from the other member states of the EU, what characterizes them is that they have a specific process of becoming and special dynamics **in order to inscribe themselves into the idea of diversity**, while on the other hand they are **economic entities which dispose of autonomy and are employed in industrial, commercial activities or services**. Within the new context we assess that new methods for approaching the issues of the human resources management of the Romanian business enterprises according to the changes in the environment and the companies were necessary.

In such an approach we kept into account the analysis of the necessity of knowing the particularities of the human resources of the business enterprises in Romania; the retrospective and prospective analysis of the human resources management of the Romanian business enterprises and their trends in the EU integration context; the economic, social and politic environment of the Romanian business companies; the resources management in the small, medium, large and very large companies in Romania. Here we highlighted at the same time the fact that **the Romanian managers are ever more often promoted in the multinationals structures** and that they prove to be **good strategists and efficient coordinators of businesses**.

In this chapter we approached in detail the business enterprise policy with regard to human resources, aspects relating to the ongoing improvement of the human resources Romanian managers who have an international calling; reports between the executive personnel and the business companies managers, assessing the human resources and their role in changing and developing the Romanian business companies.

All these approaches of the human resources management of the Romanian business enterprises highlight a unique idea namely that human resources (people) are a common resource and at the same time a key resource, vital in the present and in the future a test for the companies that insure their survival, development and competitiveness success.

In the last chapter of the thesis “**The prospective analysis of management and its impact on the human resources managers of the business enterprise**”, the analysis departs from the fact that **the complexity of the economic-social contemporary life** is getting bigger and bigger, while the achievements in science and technology propelled the change to a preponderantly qualitative society, to a creative society where the priority is the qualitative performance, in this context there have been increased demands for the managerial act on all hierarchical levels. This thing demonstrates that **the science that wins is the science of management**, while its future evolutions can be characterized through the fact that these will contain all the areas of the economic-social life; **there take place mutations which have a direct impact on the human resources of the business enterprise and on its transactions**: diminishing authority will reduce hierarchy and bureaucracy, while information transmission will be faster; exchanges in the economic area, as well as in the international economic relations area have determined the increase of the complexity of managerial responsibilities as well as the change of the report between them, in the sense that some lose and some gain importance; there have appeared important mutations with regard to the structure and quality of the human resources.

With these trends and changes in the background, there has also been a change in the traits of the manager of the future in the business enterprises (flexibility in changes; the capacity in identifying problems, in issuing new opinions, in solving problems, in applying and placing novelties on the market, in orienting towards excellence, a partner in retaining the workforce in the company of the future). The human resources manager is the professional who supports the company with the future challenges, promotes new relations with new managers.

In this chapter there is also an exhaustive analysis of the competitive environment in the European Union and of its impact on the human resources management in the Romanian business enterprises, while highlighting the necessity of developing and perfecting this management in agreement with the requirements of the Internal Unique Market where there is a higher exactingness.

In the end of this chapter, our work approaches the **trends and perspectives of the human resources management within the business enterprises** (increasing the quality of the human resources, improving the quality of the companies’ management, making the enterprises’ human resources department efficient, modifying the management-employees and management-syndicates reports, externalizing the DRU services; making human resources efficient). These trends in our opinion demonstrate that with an international business enterprise human resources are and have to be evaluated as the most valuable asset.

Our work ends with a set of substantial conclusions through which we tried to highlight our own contribution to this research to which we added the national and international specialty bibliography which was necessary in writing this doctoral thesis.

LIST OF PUBLISHED PAPERS AND ARTICLES

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CONTRACTS WITH THE BUSINESS ENVIRONMENT

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