

SPECIFIC ASPECTS OF THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT IN ORDER TO OBTAIN PERFORMANCE IN MULTINATIONAL ORGANIZATIONS

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Abstract: A certainty today is that human resource by its specificity, it is becoming increasingly present in the economic field of theory and practice. Permanently located in the center of management science approaches, and of other social and human sciences, human resource issues have become a distinct field of interest and policies of multinational organizations. Dominating more and more the international market, these organizations, through their economic power, they have expanded all over the world. Showing a central concern for achieving significant profits these organizations are elaborate and implement coherent strategies based on human resources and human resource management necessary to sustain their own performance.

Based on these realities, the study develops some theoretical ideas regarding the performance of multinational organizations and the results of an investigation that is outstanding at the relevant aspects of the influence of human resource management on achieving performance in some multinational organizations. The obtained results configure a variety of ways in which human resources and human resource management contribute to achieving performance, proving that these are and will remain, in fact, essential forces that support and ensure the fulfillment of goals and main objectives of multinational organizations.

Keywords: performance, human resources management, multinational organization, strategic resource, organization subsystems

1.Introduction

Considering the overriding concern of each organization to identify, substantiate and promote the performance, are increasingly visible concerns of theorists and managers to clarify, conceptualize and develop ideas, policies and strategies intended for this purpose, with a foundation for specialized approaches, specific to this field. Thus, the performance issues in multinational organizations activity became the subject of performance management science.

At the same time, in the evolution produced throughout the human thought and practice management, their human dimension has increased steadily from the early approach - unilateral from the scientific, integrating, in which human resources are given an increasing importance and a determinant role.

Today, it has become increasingly visible that, in the conditions of scientific accumulation, information and technological explosion, but also of some difficult economic conditions, the managerial act is increasingly asked to provide substantiation and promoting the best decisions to ensure the performance of multinational organizations.

Thus, the human resources management has emerged more clearly and distinctly as a specialized field under the managerial system of multinational organizations with a wide range of theoretical concerns and pragmatic approaches, with a rich and nuanced set of

concepts, principles, methods, strategies and specific areas, by a relevant scientific significance and obvious praxiological interest.

Based on these findings and from the proposed objectives for this paper, in our approach we discussed some ideas that develop a significant issue, of high interest and actuality regarding the special quality of human resources management and performance of multinational organizations.

2. Theoretical aspects of human resources management and the performance in the multinational organizations

Humans are *the active resources of multinational organizations*, because their potential, experience and passion of people, their initiatives and development actively contribute to increasing the organizational performance. Without an effective human presence it is simply impossible for an organization to achieve its objectives.

Despite the diversity of opinions, most of the specialists in the field consider that human resources management, like any other scientific field, is the result of specialized research and it on track already known, developments and diversification, and relatively fast in many areas (Manolescu et al. 2007, p. 28).

The performance of multinational organization, on the other hand, has become a focus area based on general and specific opportunities for multinational organizations. It takes into account the organization's performance accompanied by a wide range of possible effects present as competitiveness, continuous adaptation to the environment, internal balances or financial return. In this, we find the specific energy of performance, able to determine changes and modifications by creative nature of some rules and outdated behaviors (Petrescu, 2002, p. 5).

In its natural significance, the performance prioritizes *the benchmarks with whom they act* (Petrescu - coord., 2003, p. 20): economics in the forms of profitability and competitiveness, juridical through direct definition at legal compliance and solvency, organizational in the sense of competence, consistency, efficiency, or social like the synergy, the involvement, the personnel satisfaction, the development of potential, quality of life or work.

In a representative approach, the performance represents: „achieving organizational goals regardless of the nature and variety"(Niculescu, 1999, p. 228). Organizational performance shows the individual's ability to move forward, thanks to the efforts made. The performance does not exist in itself. It is always *the product of a comparison*. Basis for comparison to the reporting is either an internal variable (an objective of progress or result of past periods) or an external variable. But the comparison base has a dynamic character, which makes the performance to be a transient condition.

As competition increases, organizations will seek ways in which they can stimulate higher levels of performance from its employees in order to remain competitive. Indeed, employee productivity is often directly related to organizational performance ([Al-Karim Samnani](#), [Parbudyal Singh](#), 2014, 5-16).

Other authors mention as factors of performance: the relationship between the individuals involved in the action and the product / outcome of the action; *"the ratio between*

actual participation and the ensemble of individual needs of participants" (Zamfir, 1974, p. 128).

Therefore, an especially importance has also the enhance performance in multinational organizations. Performance-enhancing practices are short-term incentives designed to respond to immediate competitive pressures to improve performance ([Batt and Colvin, 2011, p. 698](#)).

Putting in relation to the influence of human resources management with the performance of multinational organization has become an essential concern both theorists and practitioners in the field of general management and human resources management in particular.

Considering the opinions of experts in the field, but also our own choices on this topical issue further we present some significant data of a case study to identify the views of managers and human resources officers regarding the influence that this subsystem has on the performance of multinational organizations.

3. Research methodology

In order to identify the influence that human resources management has on achieving the performance of multinational organizations, we have conducted a survey and some of the most important results will be presented below. This study, correlated with multinational organizations issue of nowadays, it is considered it to be a particular importance in terms of obtaining relevant information on the topic of the paper.

4.1. Purpose, objectives and hypotheses

The purpose of the study is to determine the influence that the human resources management has on achieving the performance of multinational organizations.

Specific objectives

- a. Determining a main subsystem of the organization that contribute to the achievement of the performance of multinational organizations
- b. Analysis of the main activities of human resources management that contributes to the achievement of the multinational organizations performance.
- c. Identification of some factors specific to human resources management that influences the obtaining of multinational organizations' performance

The hypothesis from which we start in the investigation is naturally suggested by the theoretical part of the paper where it was emphasized that the performance of multinational organizations is dependent on several factors, from which the human resources management has an important role.

Thus, *general hypothesis*, is: human resources management contributes to the achievement multinational organizations performance.

This hypothesis can be operationalized, resulting the following statements:

- a. As the human resources management activities are better known and promoted, the decisions made and the actions taken in the multinational organizations will generate their performance.

- b. The performance or failure of multinational organizations are determined primarily by the motivation and degree of professionalization of human resources management.
- c. If proper motivation is achieved of the employees is achieve, then the product diversification ensures the performance of multinational organizations.

4. Materials and Methods

We chose as method of survey the investigation and the questionnaire as a tool of investigation. Of course, in the selection of the sample and applying the questionnaire we have considered the compliance with the requirements of the methodology of scientific research, and the adoption of an ethical behavior. The research was conducted on a representative sample consisting of 384 multinational organizations, of which 94 were from Sibiu and 290 from Bucharest. The respondents were managers or human resources managers in these multinational organizations.

5. Results and discussions

From the questionnaire and analyzing the collected data were obtained a number of responses, some of which are presented below:

The first question in the survey was: How much influences the human resources management the performance of multinational organizations?

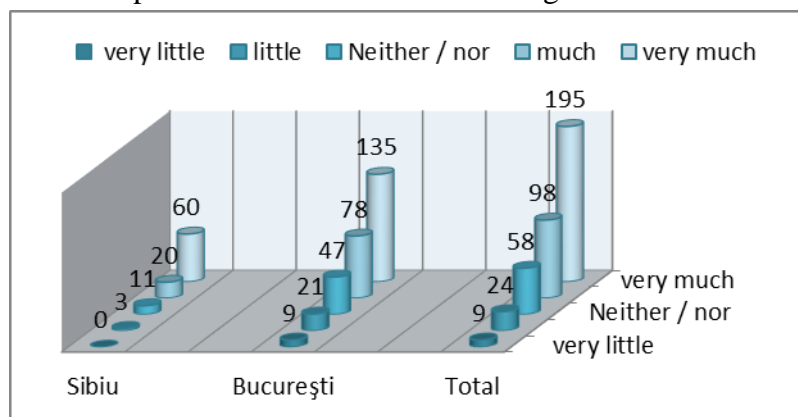


Figure 1 - Interpreting the data of the question no. 1 of the questionnaire

The data shown in the figure above indicates that respondents from both Sibiu and Bucharest believe in large numbers, that human resources management influences the performance of multinational organizations. More than half of respondents believe that the performance of multinational organizations is influenced by the human resources management more and much more. Awareness of this thing leads to a focus on this subsystem with an significant role in multinational organizations.

Another question in the questionnaire was formulated as follows: Given that the performance of the organization represents the higher level of achieving goals, which is, in your opinion, the main subsystem of the organization that influences the ensuring and improving of its performance?

Table no. 1 - Variables of question no. 2 of the questionnaire

Variable
a. Methodological subsystem - managerial
b. Organizational subsystem
c. Informational subsystem
d. Decisional subsystem
e. Human resources management subsystem

From the questionnaire and data collection we have interpreted the dates, resulting the figures below:

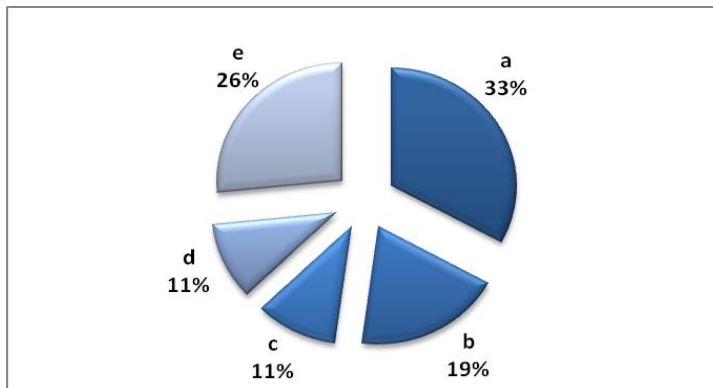


Figure no. 2 - Interpreting the data of the question no. 2 of questionnaire in county of Sibiu

From the above figure it is observed that 33% of respondents in Sibiu believe that multinational organization's performance is influenced by the methodological and managerial subsystem. 26% of respondents from Sibiu considered as a subsystem which influences the obtaining of high performance by organizations - *human resources management subsystem*.

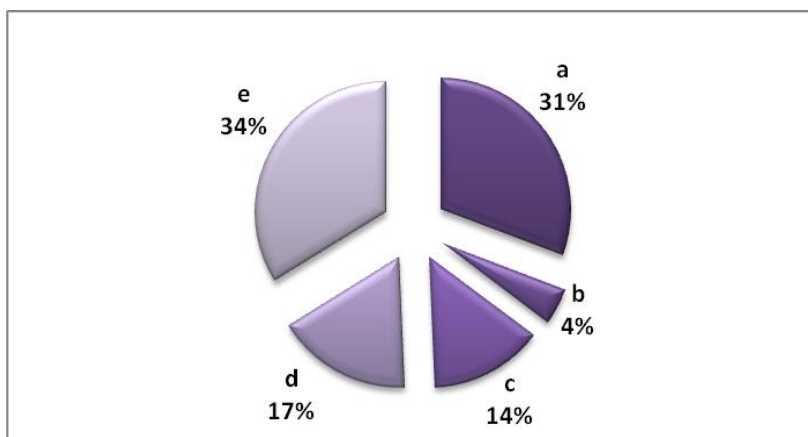


Figure no. 3 - Data Interpretation of the question no. 2 of questionnaire of Bucharest

Regarding the respondents from Bucharest, they consider that the most important subsystem which the obtaining of performance by multinational organizations is the human

resources management subsystem (34% of respondents), followed by answers from (a) - methodological and managerial subsystem, with a percentage of 31% (figure no. 3).

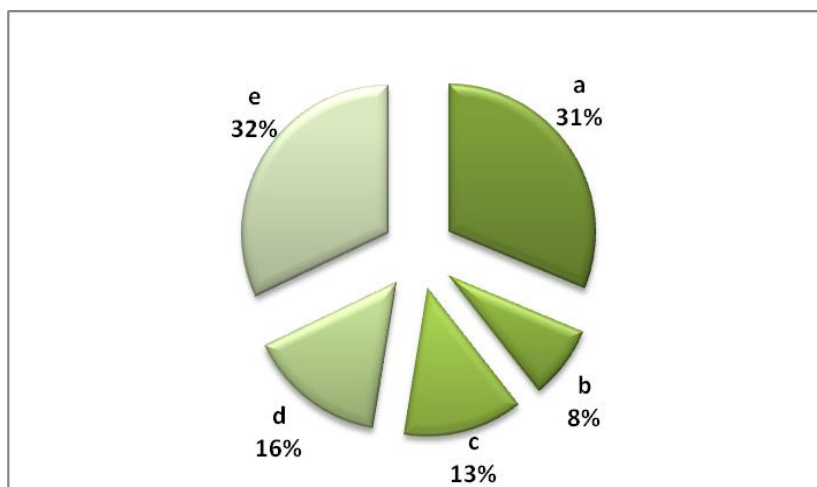


Figure no. 4 - Interpreting the data of question no. 2 of the questionnaire at a globally level (Sibiu and Bucharest)

Viewing figure no. 4 - interpreting the data at the globally level (Sibiu and Bucharest), it follows that an equal number of respondents believe that both human resources management subsystem (32%) and methodological and managerial subsystem contributes to the obtaining of multinational organizations performance. Ranks in the last the response option (b) – organizational subsystem at a rate of 8%.

We consider that the views of respondents to this question confirm that human resource can be considered a strategic resource, especially when the human resources management through its effective activities are exercised on a qualitative level. This, correlated with an effective top management, can lead the multinational organization to success and performance.

Having a special significance in multinational organizations, the human resources management is characterized by a set of activities with different impact on achieving the performance of multinational organization. The development of opinions about this fact we made it through the formulation of the following content of the third question:

How do you measure the following activities of human resources management that contribute to the achievement of your organization's performance? (*check the variant which corresponds with your opinion*)

Table no. 2 - Variables of question no. 3 in the questionnaire

Variable	
a. The planning of human resources	d. Performance evaluation of the human resources
b. Recruitment and selection of the human resources	e. Motivation of the human resources
c. Training and improvement the human resources	f. Promotion of the human resources

After the interpretation of data results to this question, were made 3 figures that are presented below:

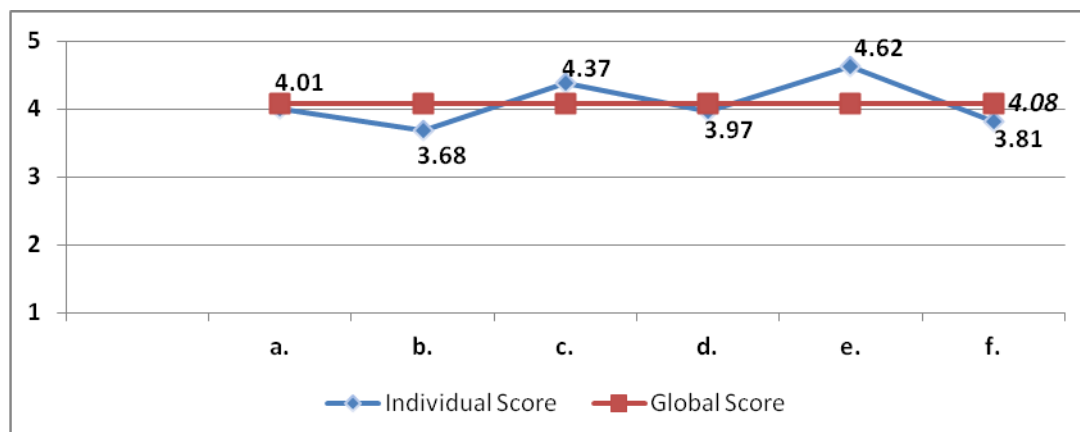


Figure no. 5 - Interpreting the data of the question no. 3 from the questionnaire in the county of Sibiu

From the figure no. 5 it is shown that the motivation of human resources (is the variant with individual score of 4.62) is considered by the respondents from Sibiu as the most important activity of human resources management that can contribute to delivering the multinational organization performance. This proves that the reasoning by its specificity should be conducted in a most efficient and complex way, both pecuniary and non-pecuniary. Also, as shown in the specialty literature (Druker, 1990, 1976, 1950; Burciu, 2008, p. 145), the link between motivation theory and practice of management is vital to the success of management, in business success, in leading a team of management and directing it towards performance.

In second place, as activity of the human resources management that contributes to the achievement of multinational organization performance it is considered to be (a) - *the human resources planning*.

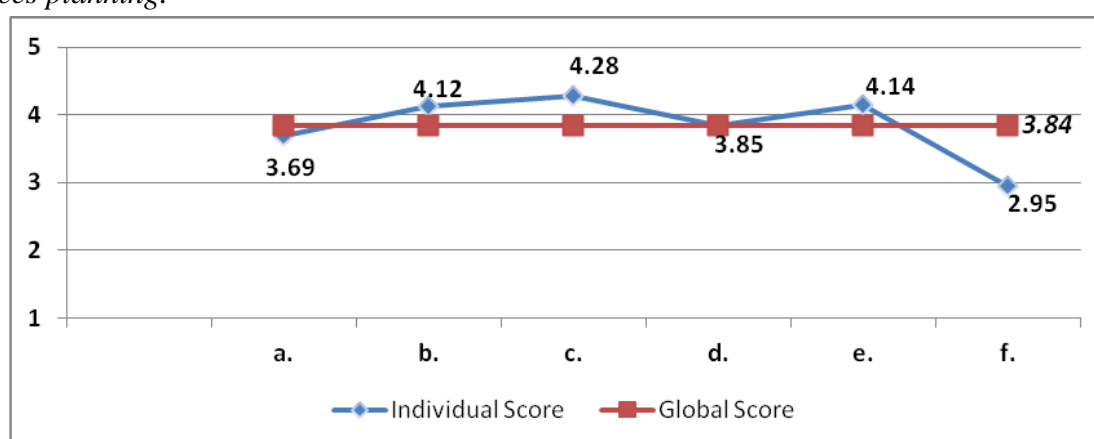


Figure no. 6 - Data interpretation of question no. 3 of the questionnaire in Bucharest

On the other hand, from the above figure is noted that the respondents from Bucharest placed first, as the activity of the human resources management that contributes to the achievement of multinational organization performance the variant (c) - Training and specialization of the human resources with an individual score of 4.28. In last place is considered to be the Promotion of the human resources with a score of 2.95.

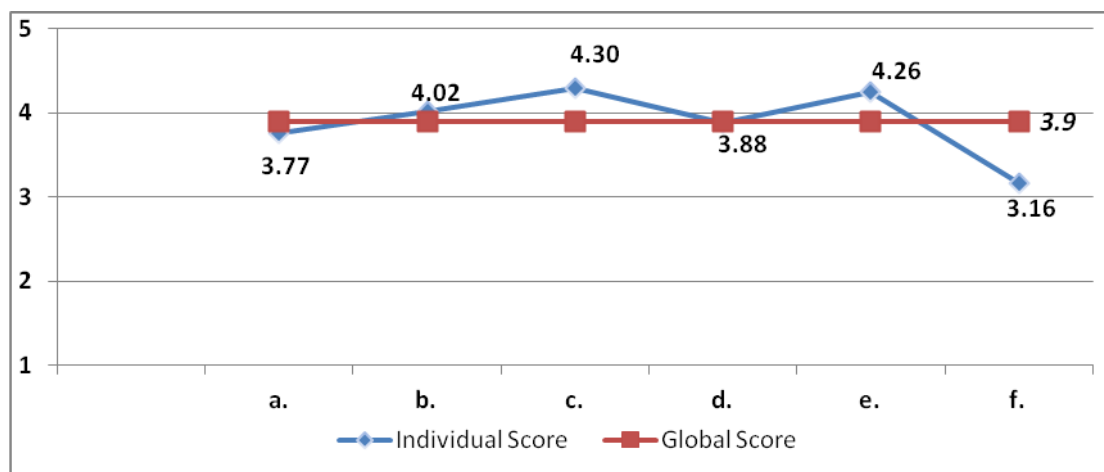


Figure no. 7 - Interpreting the data of the question no. 3 from the questionnaire at a global level (Sibiu and Bucharest)

Globally (figure no. 7), is observed that the variant (c) - Training and specialization of the human resources with an individual score of 4.30 remains in first place as the activity of the human resources management that contribute to the achievement of multinational organization performance.

Although every multinational organization has a heritage of talents, knowledge and experiences, it is important for them to be properly managed. The multinational organization must increase this heritage and to ensure its continuity by improvement through training and improvement the human resource, trough applying by the human resources management of a system for the systematic transmission of knowledge and experiences gained like as necessary skills to achieve its performance.

The existence of these differences of opinions among the respondents from Sibiu and Bucharest reveals the existence of different strategies and policies for substantiating and supporting human resources management activities. Therefore, only by an effective fruition of the results of a scientific research and existing practice in the performance of multinational organizations can correlate optimally the human quality product achieved through a realistic and open policy to the increase of permanent standards` recognition by them.

In this sense, the content of question no. 4 becomes relevant not only for our research but also for the theory and practice of human resources management directed by the performance of multinational organizations. Thus, this question was formulated as follows:

Arrange, according to their importance, the following management policy priorities to ensure your organization's performance (*note 1 to 3 in order of importance, 1 being the most important note*).

- a. Achieving high quality products / services

b. Motivation of employees

c. Correlation of products / services supply to customers' requirements

The answers to this question are summarized the figure below.

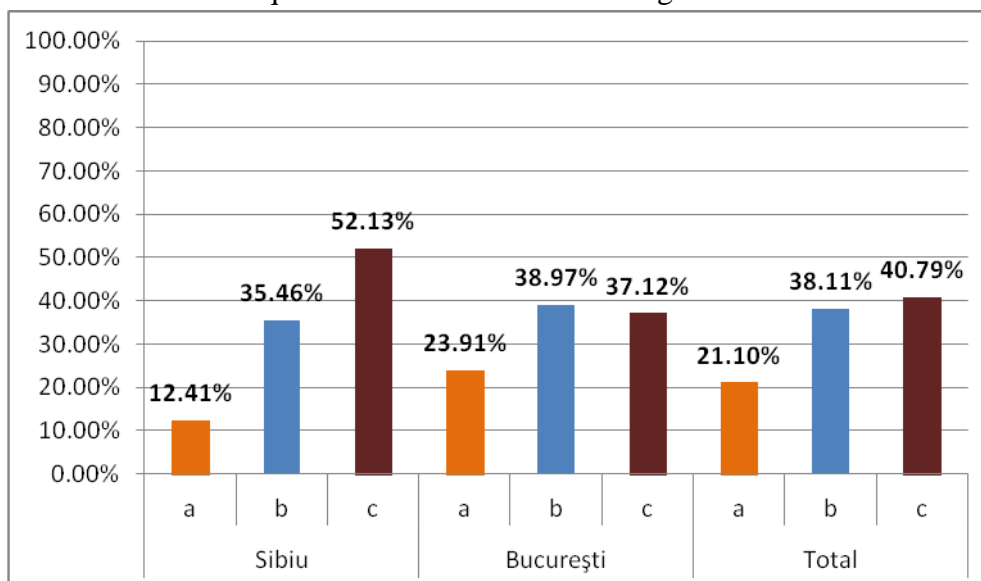


Figure no. 8 - Interpreting the data of question. 3 from the questionnaire

From the figure no. 8 it appears that the respondents from Sibiu placed first the variant (c) - Matching products / services supply to customer requirements, 52.13% of them choosing this alternative of response, while the respondents from Bucharest consider as priority of managerial policy meant to ensure their organization's performance as the variant (b) - motivation of employees, to a small difference from the variant (c).

Globally, remains on the first place the variant (c) - Correlation of the supply of goods / services with customer requirements. This option demonstrates that multinational organizations are interested and develop active strategies for obtaining, maintaining and developing its relations with the product market, as a condition of maintaining and enhancing its performance.

Given the theme and the objectives of our survey, last question that will be presented has a directly connection with the performance of multinational organizations, as shown in its next content: How do you appreciate the measure in which the factors listed below influenced to obtain the organization performance from you belong? (*check out the variant which corresponds with your opinion*)

Table no. 3 - Variables of question no 5 from the questionnaire

Variable	
a. The labor productivity levels in relation with the one of the competing organizations	c. International management of the organization
b. The affiliation to a multinational organization	d. The cultural transfer of specialized knowledge and business practices

The answers to this question are grouped in the the following figures.

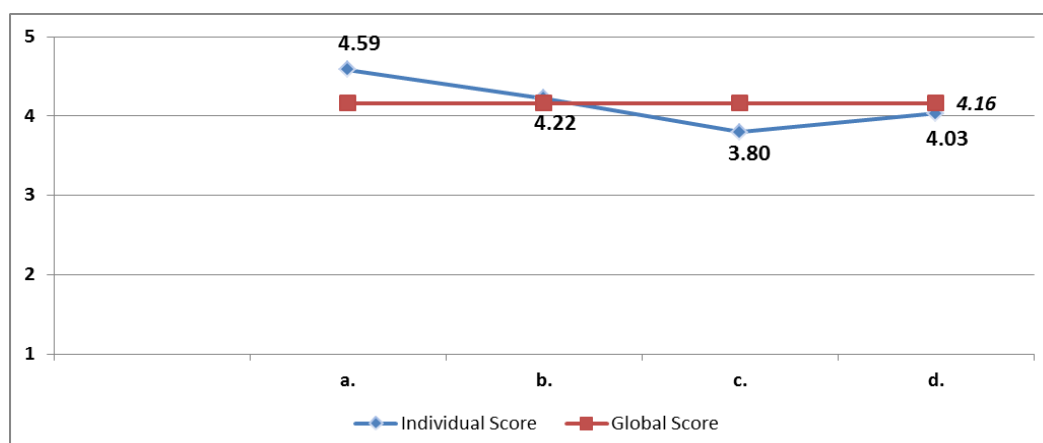


Figure no. 9 - Interpreting the data of the question no. 5 of the questionnaire in Sibiu

From the above figure it is noted that the variant (a) of response - *The labor productivity levels in relation to the one of competing organizations* is placed first as a factor that influenced the obtaining of their organization's performance. On the second place is situated the variant (b), namely *Affiliation to a multinational organization*.

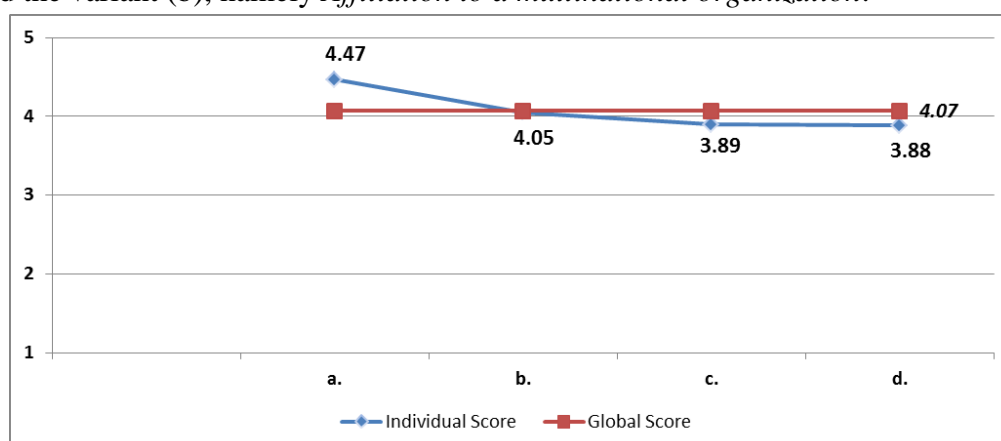


Figure no. 10 - Interpreting the data of the question no. 5 of the questionnaire of Bucharest

Bucharest respondents also considered that the variant (a) - *The level of labor productivity in relation the one of competing organizations*, with an individual score of 4.47, is the main factor that influenced the achieving of organization performance. And on the second place is also the variant (b) with a score of 4.05.

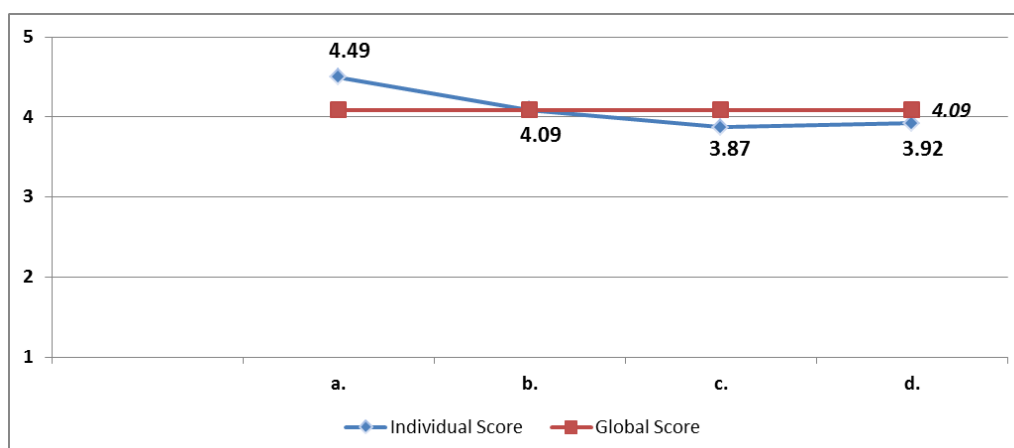


Figure no. 11 - Interpreting the data of the question no. 5 of the questionnaire overall (in Sibiu and Bucharest)

At global level it is stored the order of the responses, namely the variant (a) is in first place with a score of 4.49, followed by the variant (b), with a score of 4.09.

These responses show us that respondents take into a heavily account the competing organizations and fundamentals strategies so that labor productivity in relation the one of competing organizations to be largest possible. This leads to enhance performance the multinational organization. Also, it is considered that there are a number of opportunities arising from participation in a multinational organization.

6. Conclusions

Human resources represent the key of economic activity, being vital resources of organizations, that ensure the obtaining and the increasing of the multinational organizations performance. Therefore, on the basis of the management system of modern multinational organization, performing internationally, there is a complex of principles, rules, requirements that can provide its modeling, corresponding to the concepts of science and quality practice of human resource management.

Thus, the performance of multinational organizations, their competitiveness, their progress, increasingly depend on the quality the human resources and the rational and efficient use thereof through a modern human resources management.

We believe that, amid the crisis, the dynamic action of domestic and international factors, changing of future physiognomy of the multinational organization, development of human resources management forecasts, that highlights the complex and difficult process of obtaining the organization performance in an complex and turbulent international environment, is considered as a condition of economic success and long-term managerial of the organization with the most important consequences of its future.

Finally we consider that the design and implementation of scientifically quality requirements of human resource management is not an end in itself but is a necessity and way of major managerial professionalization of human resources management that contributes to increasing the performance the multinational organization.

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