



THE CONCEPT OF HUMAN RESOURCES AND THEIR ROLE IN THE DEVELOPMENT OF MODERN SOCIETY

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Over time, human resources have become strategic resources in society, although automation and digitization have a major impact on the workforce. Human resources have managed to reinvent themselves all the time, to find new solutions and to continuously adapt to the processes of modernization and refurbishment. The major advantage of human resources is the fact that they have a great capacity of transformation, keeping updated with the modernization trends and they permanently support the process of development and modernization of modern society. Human resources strategies have an important role in the process of developing and transforming human resources.

Keywords: human resources; creativity; innovativeness; modernization.

Over time, human resources have acquired a strategic role in the development process of modern society, overtaking other categories of resources involved in this process. Today, human resources play a particularly important role in the information revolution and are also involved in the transition process to a knowledge-based economy. The development of human resources is directly influenced by economic, political, social, educational, technical and cultural developments.

At all times, human resources fulfill a dual role: the role of the main generator of evolution and the role of the adaptor in the face of change, multiplying the effects of change according to each person's typology (Mintzberg, Henry 1989, 82). Regardless of how each organisation streamlines its activity, whether through technology, digitalisation or robotisation, people remain an essential resource within organisations, a resource that ensures their survival, development and competitive success, regardless of the field in which they operate.

In order to achieve their objectives, organisations actually need people to put into practice all the procedures implemented in each organisation. People need managers and leaders to coordinate them so that chaos does not ensue and so that activities to be carried out in an organised way. We can say that the effort of human resources directly influences organisational success. Many

people become attached to the organisation in which they work and tend to perceive the organisation as their own and personal, and its successes as their own successes, while the organisation's failures are seen as personal failures.

Among an organisation's strategic resources, human resources come first and investing in them has proven to be one of the most valuable investments an organisation can make in terms of long-term results. Competitiveness and organisational success depend very much on how the organization invests in people. "Among strategic resources, human capital has overtaken financial capital in terms of strategic importance." (Radu 1999, 25-47)

Human resources specialists have felt these changes intensely in view of the fact that in recent years it has been necessary to improve the recruitment process, reduce retention, apply new techniques of motivation and career management, all contributing to the transformation process that has been subject to human resources. Human resources have an extraordinary capacity for development, they always find solutions to overcome their own limitations, solutions to continuously adapt to the challenges that arise in the organisational environment. Managers have come to the conclusion that investing in people is very important in the organisational development process, as the recruitment process is becoming increasingly complicated and costly. It has been proven to be more profitable to redirect the money invested in the recruitment process into the employee reward system.

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People are involved in all the processes within an organization, but they also need specialized software programs to carry out the activities as qualitatively as possible; they need regular trainings to update knowledge, to improve work processes. Decisions established by HR professionals interlink individual and situational factors of the organisation, but those are different from country to country, and also within individual organisations because decisions and activities made at the level of the HR function depend on so many factors.

Based on research carried out in the field of human resources by a number of specialists, we have made a selection of the most representative views on human resources:

- "Human resources are the organization; people are a common resource, but at the same time a key resource, a vital resource for organizations, contributing to their development and competitive success." (Manolescu 1998, 11)

- "Human resources have special characteristics that directly influence the percentage of productive use and exploitation among the other categories of resources." (Rotaru; Prodan 1998, 2)

- "Human resources are the entire staff of an organisation and the progress of the organisation depends on how they carry out their work with a focus on quality." (Burciu 1998, 136)

- "The right human resources in an organisation are those people who contribute to the achievement of organisational objectives." (Certo Samuel C. 2001, 337)

- "Human resources must meet certain criteria in order to contribute to competitiveness, as they are a category of valuable resources for the organisation that are quite difficult to replace." (Manolescu 2003, 20)

Referring to the previous definitions, we emphasize the importance of human resources in organizations, and all the attributes that are associated with them correspond to their current positioning in management theory. In the opinion of some authors they are "important", "unique", and Aurel Manolescu mentioned in a simple statement all their merits: "human resources represent the organization". (Manolescu 2003, 19)

At the same time, authors such as Boudreau and Milkovich state that "technical facilities, technological equipment and financial capital are important, but human resources are more

important." (Milkovich and Boudreau 1991, 12)

Given the views of these specialists, we understand even better why, over the years, human resources have gained a strategic role in organizations and why staff have gradually become a resource whose use must be constantly optimized.

Social sciences aim to improve the quality of life, but this process influences humanity and has a particularly strong impact on how people accept this transformation. Through social indicators and studies regarding the quality of life, aspects related to improving living conditions are analyzed, public services are evaluated in terms of quality and accessibility. In order to contribute to the improvement of the quality of life, the aim is to develop a new science, namely the science of humanity, which will have as a starting point the results of research carried out in the field of social sciences. At this moment, we are going through a very difficult period generated by the COVID-19 pandemic, the quality of life being on a downward slope. If we do not learn to adapt easily to change, to find solutions to integrate technology and modernization as easily as possible into our lives, we will face certain problems of mal-adaptability in relation to the people around us. It is important to adapt to change, but at the same time to maintain a balanced view of our own beliefs and feelings. It is for these reasons that modern society needs people to evolve and to integrate all these transformations into everyday life, constantly thinking that our decisions will positively affect future generations.

Once people understand a phenomenon, they have the ability to integrate it and it is much easier for them to adapt to change. The human resource is constantly subject to change, modernization, adaptation, being influenced by both technical and economic or sociological factors.

For example, technical factors, namely the evolution of production techniques, the development of production mechanization have influenced the increase of labor productivity and at the same time have led to the need to develop human resources. The staff function has undergone a spectacular evolution, moving from the classic activities, administration and payroll, to the development of a human resources management system very much involved in the area of training and personal development of employees.



Human resources need to constantly participate in trainings through which to acquire new qualifications, to specialize according to the technological developments that occur frequently in order for adaptation to be faster and easier.

Moreover, coaching is a very useful personal development tool because it contributes to increasing the efficiency of human resources and it is recommended to be used especially in tensed times, during changes, but also when human resources show a decrease in interest compared to professional activities. It has been observed over time that the use of internal coaching gives a much higher return on human resources, whether we are talking about individual coaching or group coaching. Team coaching can be used in group coaching. (Lefter, Deaconu, Marinaş, Puia 2008, 161) Team-coaching is used in teams that start working with a new technology or a new product, its purpose being to increase the team's performance through learning and change.

Human resources play a key role in the development of modern society and from this point of view, human resources strategies must be constantly linked and improved according to changes in the market, economy, competition. (Lefter, Deaconu, Marinaş, Puia 2008, 44)

Creativity and innovation have become key concepts that human resources must develop in order to contribute to the development of modern society. The main methods of stimulating creativity are the brainstorming method, the Philips 66 method and the discovery matrix. (Nicolescu 2004, 42)

The brainstorming method consists in stimulating group creativity, focusing on finding solutions to certain complex problems and is based on Zen Buddhism. Zen Buddhism is based on the formation of a "creative chain reaction" because it makes a connection between the culture of India, the pragmatic spirit of China and the emotional-sentimental sensitivity of Japan. This method aims to achieve a "creative chain reaction". This method involves a small number of participants and the existence of a leader, a moderator to pursue the ultimate goal (Nicolescu 2004, 43). This method emphasizes creativity and it is important for participants to know the topic of the debate before the meeting. It is recommended that the meeting be held at a time when the participants are rested, to ensure a pleasant atmosphere, and that during

the meeting, participants be encouraged to come up with new ideas.

The Philips 66 method is similar to the brainstorming method, except that it addresses a larger number of participants, which must be grouped into a maximum of 5 groups and each group should not exceed 6 participants. Each group must join the discussions within a maximum of 6 minutes (Nicolescu 2004, 44). It is different from the brainstorming method in terms of the fact that at the level of each group a leader is established and a general leader of the creativity meeting is also established and he performs the final evaluation, the time is longer.

The matrix of discoveries is another way to stimulate the creativity of human resources and consists in obtaining new ideas for new products, new technologies. It is based on the use of a matrix, a double-entry table through which to make different combinations of different variables, so as to obtain new solutions. (Nicolescu 2004, 44)

In general, change is initiated by people and it is also people who put those changes into practice, thus contributing to the development of society. The development of modern society is achieved through the development of efficient management in companies and in public institutions. Human resources are responsible for stimulating innovation in organizations and implementing creativity.

Digitization is the latest industrial revolution and it involves people and technology. Automation consists in the use of robots and artificial intelligence, which means that a reconversion is needed, a transformation of human resources, favored by the flexibility and dynamics of human resources.

Conclusions

Mankind is experiencing many changes every day, our lives are greatly influenced by these changes. Challenges appear on all levels and it is important to know how to deal with them, how to adapt as soon as possible. Society tends to modernize, using a lot of digitalization, artificial intelligence. Human resources play a particularly important role in these processes and in order to adapt as easily as possible to modernization, it is important that they be supported through human resources strategies. Through strategies, human resources are guided in the process of modernization and at the same

time, there is a much better organization of things. Trainings, coaching and the application of different policies and procedures specific to human resources have an important role in the development process of modern society.

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