

Examining some fields within human resources management

Erzsébet Dienesné Kovács, Éva Gergely

University of Debrecen Faculty of Agricultural Economics and Rural Development
Department of Management and Labour Sciences

Abstract: Human resources management is one of the management functions, dealing with people as the essential resource of the organization. This function aims at the most efficient usage of employees in order to realize both organizational and individual goals. Nowadays high significance is attributed to human resources management, since the human factor is the resource that determines the success of an organization. The results of a company are in proportion with the knowledge and talent of the people on its payroll. Human talent and knowledge can be utilized to the greatest extent in case management is able to motivate employees to meet not only the necessary requirements but also to achieve the highest possible results.

Human resources management consists of several fields of activities, among which the following are the most important: analysis, planning and assessment of the scope of activities, human resources planning, workforce supply, performance assessment, motivation, developing human resources, labour relations, labour safety, HEM information system.

Our studies cover a few fields within human resources management. Our research has been carried out at organizations in Hajdú-Bihar County. The study is based on questionnaires, which have been processed by computers and evaluated using statistical methods.

Key words: human resources management, corporate resource, individual goals, corporate success, fields of activities in human resources management

Introduction

We introduce the motivation, training and development and selection from the area of human resource management that we examined in organizations situated in Hajdú-Bihar County. The reason of our choice of subject is that the human resource management got into the centre of interest also in Hungary lately.

Selection is essentially both a prediction exercise and a decision-making exercise. In the prediction exercise, the manager is predicting which applicant will be successful on the job is hired. The manager is also undertaking a decision-making exercise-choosing among choices. It is important to always keep in mind that the manager is selecting the person who can best meet the needs of the organization.

Training and development is important to ensure that people continue to learn skills, etc. to help the company be successful. Employee training is a learning experience that seeks a relatively permanent change in employees such that their ability to perform at their current job improves. This may mean changing what employees know, how they work, or their attitudes toward their jobs, co-workers, managers, and the organization. Management is responsible for deciding when employees are in need of training and development and what form it should take (Robbins et al., 2005).

The work of managers is to ensure that staff work efficiently in an organisation. To achieve this, it is clear that managers must know what motivates people. By under-

standing the factors influencing motivation, they can create the conditions in which employees will perform to their maximum potential (Cotton, 1999).

Literature

Human resources management is one of the management functions, dealing with people as the essential resource of the organization. This function aims at the most efficient usage of employees in order to realize both organizational and individual goals (Gyökér, 1999). Its most important components are demonstrated in figure 1.



Figure 1: The most important components of human resource management
Source: Robbins et al., 2005

Our studies focus on three main fields: recruitment, selection, motivation and developing human resources.

Recruitment and selection is a process comprising more steps, and its complexity, time scope and costs are determined by the number of applicants, the importance and the features of the position. The final phase of the recruitment process is the identification of the most suitable candidates. It is not only the existing knowledge and skill that determine who will be selected for the given position, but also the candidate's development potential, their aptitude to adjust to the corporate culture and already evolved behaviour patterns. One of the most significant and time consuming management tasks is the selection of the appropriate workforce, since this decision can determine the organization's ability to develop, flexible adaptability and efficiency (Berde et al., 2003).

Identifying the above mentioned criteria is such a process during which the information in the description of the scope of duties is used as a tool to determine what features are necessary for the candidate to be able to complete the tasks required by the position in a successful way. Working out the hiring criteria is a critical step prior to the recruitment process, since it is necessary to identify what type of person is ideal for the position. The list of requirements is such an indicator that provides those desirable features and skills that are inevitable for the organization (McKenna-Beech, 1998). The vacancy is filled either by internal relocation or by external advertising. Internal advertisement is often a human political principle, since it enables internal mobility and career building for the employees of the organization (Gyökér, 1999).

In the literature of management theory motivation means a management tool via which a leader can force others to immense in such activities that bring about results expected at the organization level. In this sense it can be stated that the leader motivates his/her subordinates (Bittner, 2002). Figure 2 illustrates the basic model for motivation.

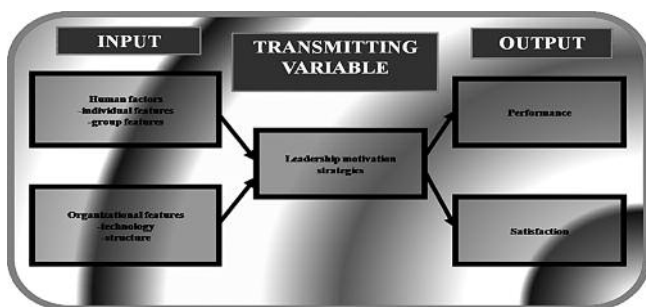


Figure 2: The basic model of motivation
Source: Tosi et al., 1986

Among input factors individual needs and skills are to be emphasized, which determine the interests of the individual. The interest is a conscious need that by adequate strategy can be transformed into such an interest that fits the organization's goals, therefore it guarantees the harmonization of individual and corporate needs (Tóthné S.

G., 2000). The subject of motivation is the employee, while the motivator is the person who can exert motivation on others, provide them with support in achieving their goals, help them be successful by offering incentives and creates a pleasant corporate atmosphere encouraging efficient working. Such a corporate atmosphere is to be created in which the employees are in harmony with themselves, with their superiors and with each other and believe that in addition to the interest of the team their own interests can be fulfilled as well. Good motivators are described by supportive, helpful behaviour and well based, but not excessive enthusiasm (Karoliny M.-né et al., 2004).

Nowadays we experience such global changes that exert forcing influence on corporations making changes inevitable. Such global changes are the harsher and harsher competition, the acceleration in technological developments, changes in workforce (within its composition and qualifications), changes in ownership rights and transformations in organizational structures. These factors exert a major influence on the necessity to develop human resources. In implementation positions it is the development of technical and technological skills that are required, while in managerial ones leadership skills are to be perfected. More significance is attributed to the improvement of communication, to the perfection of analytical and decision making skills at all levels of the organization, especially in managerial positions. In order that companies can meet these requirements, consciously constructed development programs are necessary (Gyökér, 1999).

Materials and Methods

The surveys were performed by means of questionnaires and interviews in organizations situated in Hajdú-Bihar County. We applied questionnaire survey to collect data, or rather made deep interviews; we talked personally with more employees as well. We processed the gathered data by computer and visualized graphically. We also did examinations by using statistic methods (SPSS), by which we were able to get to know the certain organizations deeper and thus it was possible for us to reveal more connections.

Surveys, Results

One of the most significant and time consuming management tasks is the selection of the appropriate workforce, since this decision can determine the organization's ability to develop, flexible adaptability and efficiency. By processing these parts of the questionnaires insight can be gained into what recruitment methods are applied by the examined organizations, what tools are used in the selection process and what requirements employers have concerning the candidates.

In figure 3 those recruitment methods are illustrated that are applied by the examined organizations.

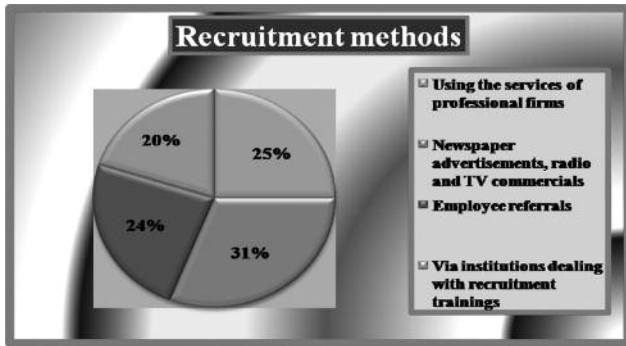


Figure 3: Recruitment methods
Source: Individual compilation of data

In case of 31% of the examined organizations advertisements are used to hire new workforce, while in case of 24%, the recommendations of colleagues are taken into consideration. This is called employee referral, which can prove to be a very practical method, since an employee who is already working for the company is likely to recommend such a person whose workload and performance he is aware of and is certain about the fact that the person he/she has recommended would fulfill the expectations. In similar proportions (25%) the services of professional firms are used. Job centres, counselling agencies, headhunter firms and workforce hiring agencies belong to this category. Institutions dealing with recruitment trainings are used in case of 20% of the examined organizations. The major advantage of this method is the fact that the leaders of such organizations meet more and more potential employees at job fairs and open days.

In figure 4 those preferred requirements can be seen that are considered important by organizations. The most important requirements concerning would-be employees are ranked on a scale ranging from 1 to 5.



Figure 4: Requirements
Source: Individual compilation of data

All requirements have been considered important, since high scores have been assigned to all of them. The least points have been allocated to adaptability (2.76), the other skills have been given higher scores. The highest scores have been allocated to qualifications and suitability.

During our studies on motivation special attention has been devoted to the motivating effects of subsidizing further education and training opportunities. The fact that an

employee considers and starts such a program may have different reasons. Figure 5 illustrates the percentages related to the incentives for further education programs.

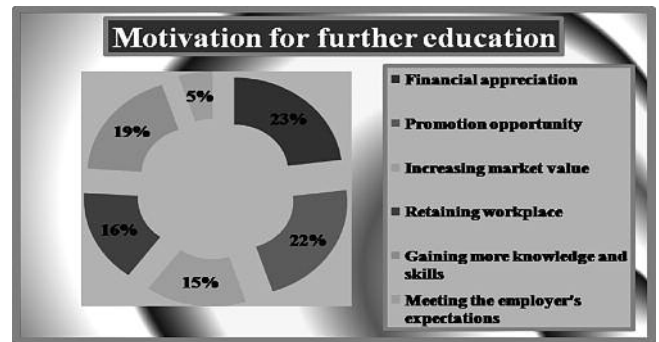


Figure 5: Motivation factors in further education programs
Source: Individual compilation of data

All reasons have been considered as motivating factors. It is conspicuous that financial contribution is the strongest motivation factor, nevertheless, it is obvious based on the illustration that there is no major heterogeneity between the different factors. Except for meeting the demands of employers, similar results have been gathered among employees as well. In this case it can be concluded that if organizations are to develop their employees, it is certain that such initiatives will be successful, since employees react in a positive way and are ready to develop, supposing the adequate means of motivation have been applied.

Figure 6 illustrates how employers support the further education of their employees.

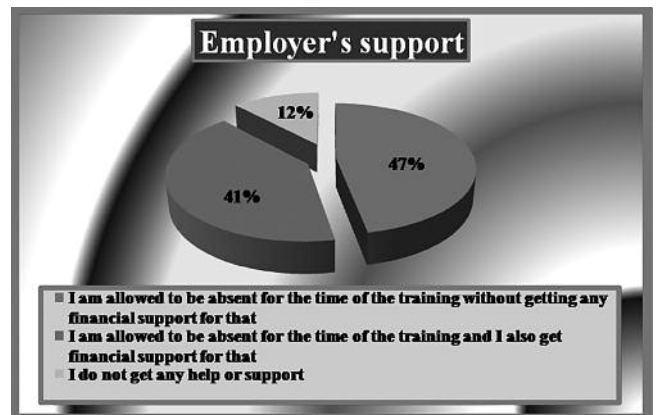


Figure 6: The amount of employer's financial support in subsidizing further education
Source: Individual compilation of data

41% of employees are not only allowed to be absent for the time of the training, but they receive financial support as well. The question arises, what influences managers to support an employee in completing his/her further education program. It is worth examining if the number of years spent at the particular workplace has any influence on the decision. The Kruskal-Wallis test has been applied among the descriptive statistical methods. Therefore the zero hypothesis

is the following: there is no difference between the number of years spent at the workplace and the amount of financial support devoted to further education. In other words, when offering financial support to the employee who is about to study, the leader does not consider the amount of time the employee has spent at the organization.

Table 1: Correlation between the financial support devoted to further education and the number of years the employee has spent at the workplace

Ranks			
The financial support devoted to further education	The number of	N	Mean Rank
<1 year		13	18,92
1- 5 years		22	29,73
6-10 years		13	39,96
>10 év years		15	39,77
Total		63	

Test Statistics ^{a,b}	
	The financial support devoted to further education
Chi-Square	14,746
df	3
Asymp. Sig.	,002

a. Kruskal Wallis Test
b. The number of years the employee has spent at the workplace

Source: Individual compilation of data

The significance rate is 0.002, consequently the zero hypothesis can be ignored and it can be stated the number of years spent at the workplace does determine whose further education program will be subsidized by the leaders. The rank correlation indicates that especially those employees receive financial support in their studies who have been working for the organization at least for 6 years. This can be attributed to the fact managers tend to trust these employees better, and consider such support a long term investment, which should be allocated to such employees who have already proved their loyalty.

Conclusion

Our examinations have been conducted via applying questionnaires. Our research has focused on the fields of recruitment, selection and developing human resources. The organizations participating in the survey have applied different hiring processes and have formulated a wide range of requirements concerning the applicants. Nowadays an applicant needs to meet a number of criteria in order to be able to be successful. All requirements demonstrated in our

research play a major role. Nevertheless, those factors that have been given the highest scores should be highlighted, namely qualifications, suitability for the tasks, ability to work under pressure and independence.

Regarding motivation further education programs have been described as possible incentives at the examined organizations. Most employees are encouraged to complete further education programs because this way they are likely to gain higher financial compensation or be promoted. The fact that 41% of managers working at the organizations participating in this survey do not only allow employees to attend education programs but also support them financially is remarkably positive outcome. Applying the SPSS statistical program it has been proven that leaders prefer to subsidize the education programs of those employees who have been employed by the company for a longer period of time (at least 6 years). Consequently, our hypothesis has been proven.

Successful companies are aware of the fact that their efficiency is proportionate to the knowledge and know-how of their employees. Good quality human resource management serves the realization of corporate goals, namely reaching the desired level of corporate performance.

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