



„Lucian Blaga” University of Sibiu

PhD THESIS ABSTRACT

Scientific adviser,

Prof. *Emanoil MUSCALU* PhD

PhD candidate,

Silvana Nicoleta MUNTEAN

Sibiu, 2014



„Lucian Blaga” University of Sibiu

PhD thesis title:

**STREAMLINING HUMAN RESOURCE
MANAGEMENT IN ORDER TO INCREASE THE
PERFORMANCE OF NATIONAL AND
MULTINATIONAL ORGANIZATIONS**

Scientific adviser,

Prof. *Emanoil MUSCALU* PhD

PhD candidate,

Silvana Nicoleta MUNTEAN

Sibiu, 2014

C O N T E N T S

PART I

The current stage of knowledge in the Human Resource Management Area and its streamlining possibilities in order to increase the performance of national and multinational organizations

INTRODUCTION

CHAPTER 1

Specificities of national and multinational organizations

- 1.1. Theoretical and functional aspects in the approach to the organization
- 1.2. Defining elements of national organizations
 - 1.2.1. Emergence and development
 - 1.2.2. Definition and characteristics
 - 1.2.3. Evolution perspectives
- 1.3. Bases for the foundation and functioning of multinational organizations
 - 1.3.1. Content and definition
 - 1.3.2. Creation and development
 - 1.3.3. Place, role and specific traits
 - 1.3.4. Organizational structure and typology
- 1.4. Common and particular aspects of national and multinational organizations
- 1.5. Trends in the organization's evolution in the first decades of the 21st century

Partial conclusions

CHAPTER 2

Considerations concerning the content and structure of Human Resource Management within organizations

- 2.1. Human Resource Management – emergence, evolution and conceptual traits
 - 2.1.1. The necessity of Human Resource Management
 - 2.1.2. The evolution and content of Human Resource Management
 - 2.1.2.1. Emergence and evolution
 - 2.1.2.2. Defining content

- 2.2. The place and role of the Human Resource Management subsystem within the managerial system of modern organizations
 - 2.2.1. The management system of the organization – content and structure
 - 2.2.2. The Human Resource Management subsystem – specific subsystem within the managerial system of the organization
 - 2.2.2.1. The relation between the managerial system of the organization and the subsystem of Human Resource Management
 - 2.2.2.2. Specific relations between the subsystem of Human Resource Management and the other subsystems of the organization's managerial system
 - 2.2.3. The place and role of Human Resource Management in the theoretical approaches and practical actions characterizing the organizations of modern states
 - 2.2.3.1. Defining traits of Human Resource Management approach and action in some European countries
 - 2.2.3.2. Specific aspects of Human Resource Management theory and practice in the main modern states outside the European space

Partial conclusions

CHAPTER 3

Specific activities and strategies of Human Resource Management

- 3.1. Human Resource Management activities
 - 3.1.1. Planning – priority activity meant to ensure Human Resource Management streamlining
 - 3.1.2. Recruitment and selection – very important activities within Human Resource Management
 - 3.1.3. Education and training – fundamental activities to obtain and increase the level of Human Resource Management performance
 - 3.1.4. Performance evaluation – activity with a great impact upon Human Resource Management
 - 3.1.5. Motivation – energizing activity within Human Resource Management
 - 3.1.6. Promotion – beneficial activity within Human Resource Management
- 3.2. Groundwork and elaboration of Human Resource Management strategy
 - 3.2.1. Strategy in the field of Human Resource Management – content and characteristic aspects
 - 3.2.1.1. Concept and specific traits
 - 3.2.1.2. Typology
 - 3.2.1.3. Groundwork, elaboration and implementation of Human Resource management strategy
 - 3.2.2. Correlating strategy in the field of Human Resource Management with the general strategy of the organization

Partial conclusions

CHAPTER 4

Considerations regarding the performance of national and multinational organizations

- 4.1. The necessity and content of the performance of national and multinational organizations
 - 4.1.1. The place and role of performance in the activity of national and multinational organizations
 - 4.1.2. Theoretical approaches of the concept of performance
- 4.2. Performance characteristics
- 4.3. Defining aspects of performance within national and multinational organizations
 - 4.3.1. Objectives characterizing performance
 - 4.3.2. Key factors for obtaining performance
 - 4.3.3. Performance forms
- 4.4. The influence of organizational culture upon the performance of national and multinational organizations
- 4.5. Quantitative and qualitative estimations of the performance evaluation of national and multinational organizations
 - 4.5.1. Performance management – theoretical traits
 - 4.5.2. Evaluation – specific dimension of performance management
 - 4.5.3. Performance evaluating indicators
 - 4.5.4. Evaluating indicators of the performance of multinational organizations

Partial conclusions

CHAPTER 5

Human Resource Management Streamlining within top national and multinational organizations

- 5.1. Theoretical approaches and traits of Human Resource Management streamlining within national and multinational organizations
 - 5.1.1. The necessity of streamlining Human Resource Management
 - 5.1.2. The specific content of Human Resources Management streamlining in the first decades of the 21st century
 - 5.1.3. Psychosocial valences of Human Resource Management streamlining within national and multinational organizations
- 5.2. The evaluation of Human Resource Management – meaning and specific indicators
 - 5.2.1. The necessity, valences and criteria of Human Resource Management Efficiency
 - 5.2.2. Evaluation forms and indicators of Human Resource Management
- 5.3. Information systems for dealing with the activities of Human Resource Management and its efficiency
- 5.4. Characteristics of the internal audit within national and multinational organizations

Partial conclusions

PART II

Specific modalities of streamlining Human Resource Management within national and multinational organizations in order to obtain and increase their performance

CHAPTER 6

Comparative research concerning the functionality and streamlining modalities of Human Resource Management within national and multinational organizations in order to obtain and increase their performance

6.1. Methodological considerations regarding the achievement of the research

6.1.1. Research objectives and hypotheses

6.1.2. The population researched and sample formation

6.1.3. Sample validation

6.2. Research results

6.2.1. Sample characteristics

6.2.2. The results of the applicative research

Partial conclusions

FINAL CONCLUSIONS AND SUGGESTIONS

BIBLIOGRAPHY

GLOSSARY

LIST OF FIGURES AND TABLES

LIST OF APPENDICES

APPENDICES

INTRODUCTION

Contemporary society is undergoing significant changes, stemming from significant influence factors on its existence and development. The twenty-first century reaffirmed the active presence in these organizations' factors, socio-economic entities present in any place where people cohabit, live and act in order to satisfy their individual needs, of the community to which they belong and other peers from different geographical areas, nationally and internationally.

In this respect, the requirements of contemporary epoch ranges the need for performance, success and competitiveness among the main factors that can contribute to solving the major problems it is facing today, but also to ensure the development and progress in the future.

Also, increasingly, a very important role returns to the content and quality of human resource management, which in developed countries has already gained the status of a primary field of theoretical and practical concerns. It can be said that an organization's competitive advantage consists in its people. In the new information society and the knowledge-based one, human capital has replaced financial capital as a strategic resource.

Therefore, we have proposed in the doctoral thesis, given its theme, to highlight, through scientific arguments, the potentiality of human resources and implicitly of human resource management, field of activity better known by its effects and less under scientific aspect of the addressed issues.

The chosen theme is one of great interest because the human resource remains the main resource of any organization. The human possibilities have not yet been put into action and fully known and the malfunctions and crisis shows us that management system is deficient in organizations. Thus, it requires the identification of causes, especially of the strategies to ensure performance and highlighting, with scientific arguments, the increasing role of human resources management.

Also, answered to some requirements of great interest and actuality for the development of national scientific research, the theme of doctoral thesis, trough the proposed issue, falls within the scope of PNCD II programs, respectively of the *Human Resources* programs, coordinated by the National University Research Council.

In the knowledge based society, the effort aimed at human progress, respectively social progress, brings to the front the man - psychic, intelligence, creativity and its performance professional training. We also believe that the research should be undertaken in close contact with the real needs of the labor market, properly correlated with academic approaches.

Thus, our theoretical research and terrain investigation are designed and developed on the basis of directions and specific objectives set for validation or invalidation prosecution of

assumptions made and put into question the key issues related to effective management of human resources in order to increase the performance of national and multinational organizations.

In order to achieve conclusive conceptualizations and theoretical boundaries and building proper methodological approach, we used as research methods the content analysis, the comparison, the explanation, the interpretation, the description.

To collect information for the terrain investigation we used as main method the investigation and the questionnaire as instrument, and the sample necessary to this investigation was constituted by national and multinational organizations, medium and large, from Sibiu and Bucharest.

Starting from what exists in the field of scientific theory and needs to achieve an optimum between efficiency the human resources management and performance of national and multinational companies, we focused the effort of scientific research on specific **basic directions, objectives and hypotheses** conclusive for each of them.

The first direction is represented by the **analysis of particularities of national and multinational organizations** which have the following objectives and assumptions:

O₁: Highlighting the defining elements of national organizations.

I₁: The objective determination of the role and functions of national organizations ensure the efficient fruition of national resources.

O₂: Setting the fundamentals of functioning the multinational organizations.

I₂: If are properly founded, the structural elements and the relations between them within the national and multinational organizations, then is obtained the business performance.

O₃: Structural and functional analysis of national and multinational organizations.

I₃: The more increasing are the structural and functional particularities of the organizations, the more distinguished are the national organizations from the multinational ones.

The second direction, **the analysis of the managerial subsystem of human resources in organizations**, aims as objectives and assumptions the following:

O₄: Establishing the relations between the human resources management, the general management and other components.

I₄: The diversity and intensity of ratios within the management system ensures the effectiveness of human resources management subsystem.

O₅: Knowing the characteristics of human resources management in some modern countries of the world.

I₅: There is a great diversity of human resources management features in theoretical approaches and practical actions specific to modern states organizations of the world.

The third direction, **the analysis of the efficiency of human resource management in national and multinational organizations performing activities**, aimed at achieving the following objectives and validate the following assumptions:

O₆: Identifying issues and specific modalities of the efficiency of human resources management in national and multinational organizations.

I₆: The more are better understood the arrangements of streamline the human resources management, the greater is the possibility of carrying out improving national and multinational organizations.

O₇: Assessment of the effectiveness of human resources management within the organization.

I₇: The better is achieved a scientific evaluation of human resources management, increases even efficiency of human resources management within the organization.

The last direction, which is aimed the terrain investigation, has as content the **comparative analysis of how better streamline human resources management to increase performance of national and multinational organizations**, and the following objectives and assumptions:

O₈: O₈: Highlighting ways to increase the competitiveness and performance of national and multinational organizations through streamlining the human resources management system.

I₈: Using scientific strategies of streamline human resources management determines the obtaining the performance of national and multinational organizations.

O₉: The design of human resource management system.

I₉: The theoretical, methodological and praxyological substantiation of the management of an organization influences the design and implementation of an advanced system in the area of human resources.

The fieldwork research, aims to highlight the concrete essential and significant objectives on the perception of human resources managers regarding the fundamental aspects of the place and role of this subsystem within the organization managerial system, and mainly on ways to streamline thereof in order to ensure and increase performance of national and multinational organizations.

From a practical standpoint, the importance of the chosen theme is that the thesis, as a whole, but especially drawn conclusions and suggestions can be used both to clarify and broaden the theoretical aspects of human resources management, as well as in the activity of managerial structures within national and multinational organizations, of whose main mission is human resources use and improve their results.

PART I

The current stage of knowledge in the Human Resource Management Area and its streamlining possibilities in order to increase the performance of national and multinational organizations

CHAPTER 1

SPECIFICITIES OF NATIONAL AND MULTINATIONAL ORGANIZATIONS

Over time, many specialists from different fields, economics, sociology, psychology, political science, etc. have addressed specific issues of organizations, trying to capture and clarify better the emergence, existence, operation and development of organizations. This approach, sometimes considered quite simple, becomes difficult when organizations are approached in terms of objectives, activities, sizes, forms, typology, stability, durability, performances etc. On these grounds, the approach of peculiarities of national and multinational organizations increases as the complexity of solving, especially given the requirements of contemporary society faced with a critical situation of available resources.

In this way, the construction of this first chapter of the thesis we consider a necessity stemming from both of national and multinational organizations situated at the heart of several theoretical sciences, especially in terms of the key elements of thereof analysis to answer to some first requirements of the thesis objectives.

Experts agree that the potential and quality of an economy results depend largely on the ability of determining the creation and operation of a large number of organizations that provide good quality products and services, at costs and prices reduced and in amounts of full compliance with the requirements of internal and external market.

The existence and functioning of the contemporary economy shows that it is supported by work carried out both of national organizations and by the multinationals. Of course, the presence of these different types of economic organizations shows that they are viable ways of organizing and functioning, no matter large or small problems are faced. This fact becomes evident when we analyzed the occurrence of common and particular aspects, of development and leaving the service of some of them. In order to identify and highlight the similarities and differences of these economic organizations was discussed the processes,

phenomena, mechanisms of operation with fundamental influence on the entire typological spectrum of national and multinational organizations.

We believe that the national organization and multinational organization are structural economic entities and completed, consisting of interacting subsystems that continuously adapts to changes in both interior (self-regulating systems) and pressures from the outside (open systems) to complete the objectives set.

We consider that the market economy and the rule of law, by their existence and operation, requires, in managerial level and other place of national and multinational organizations and, in general, the problem of organization, enhancing their role and importance in today, especially in the future.

Thus, in the future society, which will be a society of organizations, the organization of tomorrow will be organized for constant change. It must be organized for innovation and innovation is a "creative destruction." It must be organized for the systematic abandonment of what is established, of traditional, of the familiar, of cozy - be their products, services, processes, human relations and social skills or even organizations themselves.

As it emerged from those presented in this chapter, we consider that the experts' opinions are very important according to which we don't have to prepare for the organization of the future, we are already in it and we must adapt quickly, otherwise we are in danger of losing chances, opportunities. It's a chain reaction of history, that whoever disregards takes risks and losses, which can not even be evaluated, anticipated and imagined today. The organization of the XXI century will be a chameleon and like this animal, it survives by harnessing the benefits of change.

As significant conclusion to this first chapter, we can say that what could learn Romanian managers of these theories that address the organization born from the reality of business organizations in full development and progress, is that Romanian organization does not may allow you to repeat "the history" to reach the same conclusions. It is necessary to study the experience of others with objectivity and judgment based on theories and the practical activity performance, in order to not repeat the difficulties and could be exploited the authentic specific values of success organization, faced with great challenges of the twenty century.

CHAPTER 2

CONSIDERATIONS CONCERNING THE CONTENT AND STRUCTURE OF HUMAN RESOURCE MANAGEMENT WITHIN ORGANIZATIONS

To the fullest understanding of the place, role and actual content of human resources management, one of the first needs is to know its historical evolution, highlighting the stages of development.

In the evolution produced during the end of last century and the first decades of the twenty-first century in management thinking and practice, the human dimension has increased steadily, instead of the original approaches - unilateral, reductionist, mechanistic - being taken by the global progressive, integrative, in which to the human factor is given an increasing size and role.

We appreciate that the whole process of emergence, evolution and maturation of human resources management highlights the presence of particular interest to ensure the necessary conditions of fructification the potential of human resources and substantiation and application of a scientific management in this area.

The presentation of the different definitions of human resources management of different Romanian and foreign authors, as well as our point of view, emphasizes the fundamental characteristics of this complex and multifaceted concept.

From our point of view this wealth of gradations which defines human resources management theoretically is a response, always in search of scientists and practitioners in about a field that has emerged more compelling its content.

On the basis of the study of specialized literature and our view, we consider that the emergence of independent management system as a subsystem of the organization, with its own components, generated and consolidated distinct functions with a very important role to achieve performance by each organization. These functions are: ensuring the necessary human resources to the organization; identifying and cultivating meaningful relationships with the stakeholders of the organization; increase human resource potential, thereof creativity and effectiveness and efficiency in using them; humanization of the organization.

In light of these explanations, we believe that human resource management subsystem presents as main components the elements of Fig. 2.1.

The approach of specific reports between human resources management subsystem and other subsystems of the managerial system of the organization, demonstrates the need for the presence and manifestation of functions of each subsystem and the particular role of human resources management subsystem to create the optimal enhancement of it, by developing science and managerial modern practice of this area.

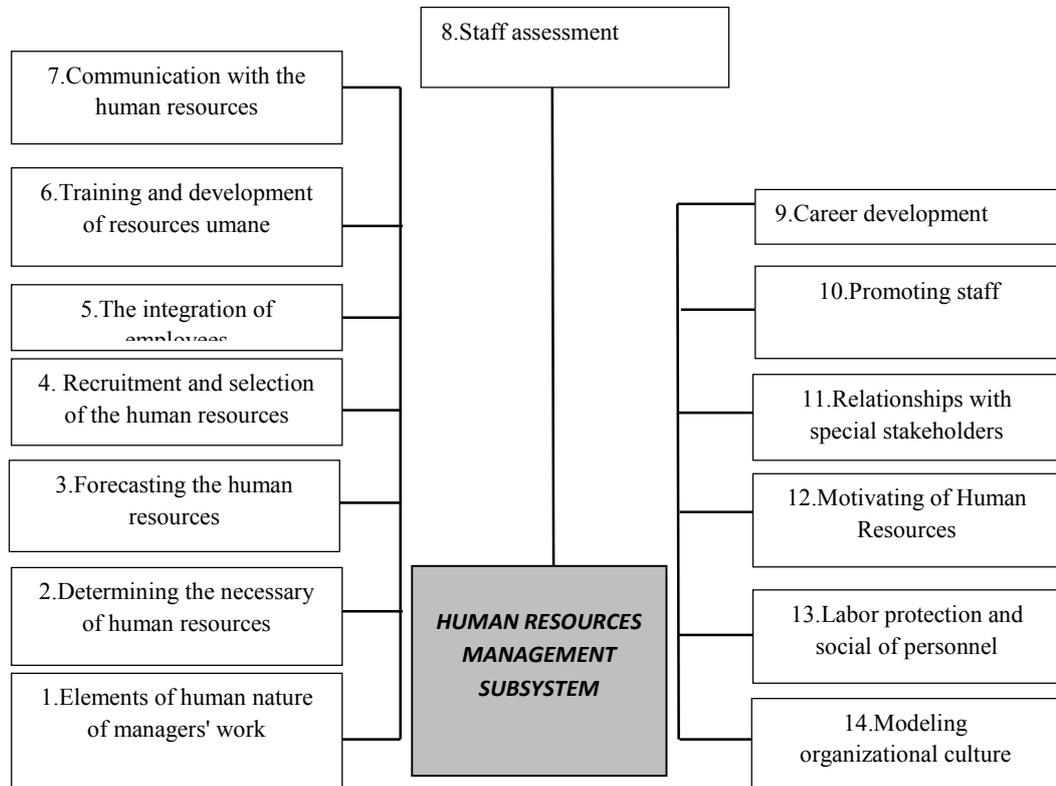


Fig. 2.1. Components of human resources managerial subsystem
(Ovidiu Nicolescu, Ion Verboncu, *Fundamentals of organization management*,
University Publishing House, Bucharest, 2008, p. 256)

Intercorrelation analysis of managerial system of the organization and human resources management subsystem shows, on the one hand, that the assembly of qualitative decisions taken at the level of the managerial system of the organization depends on the efficiency of human resource management actions, and on the other hand, that the way are the decisions taken and applied set out by the managerial system of the organization and their own decisions, creates from the subsystem of human resources management the necessary conditions to sustain by the human resources the organization's performance.

CHAPTER 3

SPECIFIC ACTIVITIES AND STRATEGIES OF HUMAN RESOURCE MANAGEMENT

The diversification and increasing complexity of national and multinational activities have generated significant changes of concept and philosophy of establishment and operation of these. In this context there was a need of a new reconsideration of human resources and human resources management, which led to the emergence of new benchmarks of analysis. In this sense, are distinguished as becoming very important in the direction of scientization of human resources management, knowledge of its specific activities and strategy needed to accomplish the goals and objectives human resource management.

As first activity of human resources management, planning knows multiple definitions and approaches in the literature regarding the place and its role in improving human resources management and organizational default.

On the other hand, the active presence of human resource management within the organization is evidenced by another activity, the recruitment and selection of human resources. We appreciate that every manager and human resources management, as a whole, have an important role in understanding the particular variables to achieve a qualitative recruitment and selection, through an objective and concrete strategy devoid of bias and outside "interventions".

Similarly, we can consider that the distinctive activity of human resources, the one of improve and training of human resources, has known and will know permanent and dynamic changes stemming from the evolution of the knowledge-based organization, of the need to find the best solutions for the transformation of the organization managerial system in an authentic and powerful stimulator of achieving human resource management efficiency, focused in increasing the performance of the organization.

A specific activity, in its turn, that of the performance evaluation, we consider that must be understood in all its dimensions, not only relating to evaluation process itself, not only at the evaluators and evaluated, but also to the assessment strategies, the relationship between the process of performance evaluation and typological peculiarities of organizations and specific techniques or methods of performance evaluation systems, to the dynamics of their development as well as the quality of assessors who is required to be increasingly higher.

We also appreciate that the theory and practice in human resources management demonstrates the presence and influence of motivation as a distinct field with an important role in the organization life and each member of it.

We believe that without overestimate the place and role of motivation to foundation and motivation for achieving the efficiency of human resources management in national and multinational organizations, this activity is found to be present in everything that means human resources management and its specific activities. Therefore, by its energizing force the motivation becomes in the conditions of the knowledge society a more powerful force capable of putting into action the energies needed to efficiency human resource management. In close connection with this, the next activity of human resource management, promotion, becomes a component with a special significance and influence on the efficiency of human resource management.

Closely related to motivation, promotion ends and opens at the same time, the whole cycle of specific activities of human resource management, as a stimulating factor for the activity of employees or as a real opportunity to increase their confidence in the necessity and usefulness of performing work, individual and collective.

In turn, human resources management strategies express in the opinion of many theoreticians, firstly the possibility that the function of personal to take a perspective broader and a dynamic vision of human resources, ensuring its fullest integration with other functions of the organization.

In modern national and multinational organizations the analysis, knowledge and harness at the optimal level of possibilities and opportunities that have the specific human resources management activities, individually and all in all, cannot become reality without a proper foundation of scientific concepts regarding human resources management, in which substantiation, development and implementation of specific strategy assumes a special importance.

The definitions given by us in this part of the thesis and the construction of a perspective, also traits human resources management strategy, we consider as an attempt to explain and clarify some important aspects of this reality so needed to the present, but especially for the future of efficient functioning of national and multinational organizations.

CHAPTER 4

CONSIDERATIONS REGARDING THE PERFORMANCE OF NATIONAL AND MULTINATIONAL ORGANIZATIONS

In the first decades of the twenty-first century becomes noticeable the interests of each national and multinational organizations in order to identify, substantiate and promote performance, and respectively the concerns of theorists and managers to clarify, conceptualize and develop ideas, policies and strategies for this purpose, creating the basics of a science of the performance management. It develops as a generalization of the need to constitute a theoretical vision that incorporates economic, technical, social, legal and moral aspects of performance, designed to synthesize this activity.

Based on these considerations and directions, objectives and assumptions set for the doctoral thesis, in the fourth chapter of the research we addressed some specific aspects to the content of the performance concepts, performance management and national and multinational organizations and its assessment.

As areal objective, *the organizational performance is a complex notion* (Fig. 4.1.) that meets meanings generated by the general and specific opportunities of each national and multinational organizations.

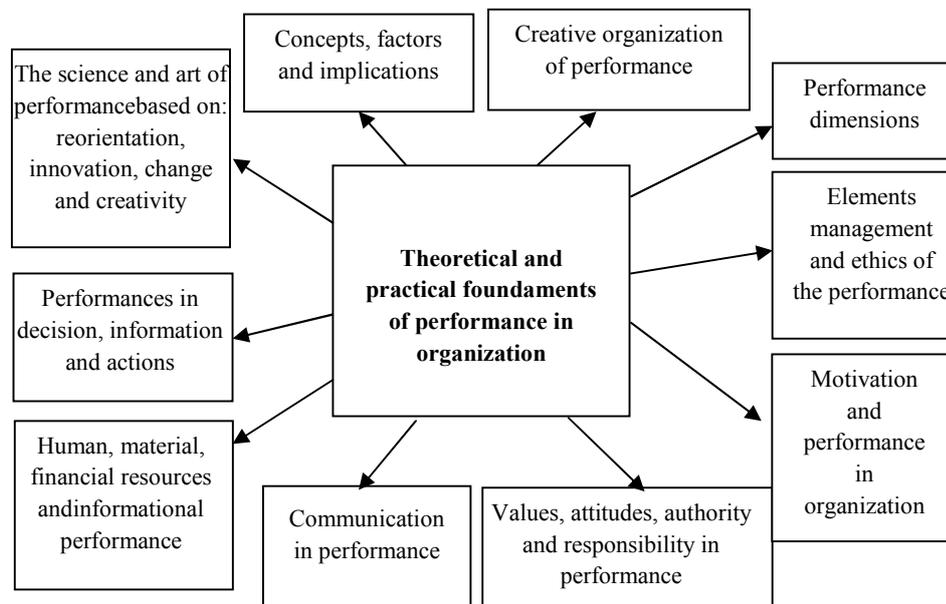


Fig. 4.1. The general approach to organization performance
(source: after Ion Petrescu (eds.), Management based on performance centers, Expert Publishing House, Bucharest, 2003, p. 19)

We appreciate that the process of national and multinational organizations performance is accompanied by a wide range of possible effects, present as competitiveness, continuous adaptation to the environment, internal balances or financial return. In them we find the specific energy of the performance, able to determine changes and modifications such creative outdated rules and behaviors.

Therefore, national or multinational organization configures its possibilities of obtaining performance given the full potential it has, in the first plan being situated the human resource.

In this context it is important to know and to ensure organization and carrying out the whole process of performance management by considering the organizational context, specific to each national and multinational organization in which organizational culture acquires new and significant meanings, qualitative and quantitative.

In light of all the factors the specific, we propose ***a definition of the performance organization management. This is a core area of management, which studies all the structures, processes and managerial relationships within the organization and its subsystems, the design and implementation of such methods, techniques, strategies and procedures designed to achieve and enhance organizational performance.***

In our view, efficient management requires, therefore, a profound change of mentality, a rethinking of existing information structures and an ongoing analysis of their impact on overall economic efficiency. The current situation (poor!) of the management in Romania is the result of how they are prepared the future managers. Analysis of performance evaluation and performance evaluation management shows the great importance of the need to create a system of performance evaluation at the level of national or multinational organization.

In these circumstances it is necessary to design and use a system of indicators for assessing the performance of national and multinational organizations selected and correlated to their objectives.

We believe that, in these circumstances, the design of a system of indicators for measuring the performance of national and multinational organizations involves in fact making the decision to grant the importance of indicators and to ignore others. The selected financial indicators as well as the non-financial ones should be correlated with the objectives of these organizations and their number to be limited to ensure a greater clarity of the image concerning organizational performance.

CHAPTER 5

HUMAN RESOURCE MANAGEMENT STREAMLINING WITHIN TOP NATIONAL AND MULTINATIONAL ORGANIZATIONS

The phenomenon of performance and identifying the ways to solve it grows increasingly, and national and multinational organizations that will succeed to deal with these new challenges will be those who will know how to initiate and sustain the effort to and for performance.

All this requires knowledge and efficient use of all resources and possibilities that has the organization, where human resources management efficiency gains new meanings and special significance.

The beginning of the millennium is marked by a number of significant new decisions in terms of performance of national and multi-national organizations, which certainly will be amplified in the coming years and will generate reactions triggered by the desire to constantly improve management efficiency of human resources. Under these conditions, the efficiency of human resources management is a complex reality which expresses the most comprehensive results obtained in an economic activity, measured in terms of human resources consumed for conducting that activity. Through them relates the volume and quality of human resources, as a driver of performance which are obtained in a certain period, as a result of achieving these efforts.

The importance of efficiency human resources management has been fully understood and accepted only lately, when its contribution has evolved, especially towards the adoption of real strategy and human resources policies. In terms of intensity of human resources management efficiency, we think it should be, on the one hand, according to the capability of the organization, and on the other hand, correlated with efficiency possibilities of other subdomains of national and multinational organizations.

Bringing into discussion some concepts, theories, models of analysis and own options of analysis and interpretation of significant aspects of effectiveness and efficiency human resources management and increase performance in order to obtain and grow the performance of national and multinational organizations has considered the identification and presentation of baseline indicators for evaluating the effectiveness of human resources management.

For this, it is important that beyond understanding the need for efficiency of human resources management the organization manager and especially the manager of human resources to know the defining elements of the concept of effective of human resources management, specific to national organizations or multinational organizations.

In this situation, efficiency of human resources management is considering a priority direction generated by knowledge-based organization for the achievement organization's performance by stimulating research and development at individual and organizational level.

We can consider in a general approach that efficiency of human resources management relates to both spheres of human activity - productive and unproductive - the whole socio-economic life and refers to the actions of obtaining maximum effect with minimum effort and expense and time from the human resources.

We believe that efficiency of human resources management in achieving performance of organizations aimed the useful, physical, values and social socially effects obtained in activity by employees. As a result, systemic approach of efficiency human resources management is not only by critical, but also practical importance.

We also appreciate that for the grounding and adoption of a concept and practical action regarding the place, role and content of human resources management effectiveness in national and multinational organizations, it is required a contextual approach to human resources management efficiency, based on the organization as an open system design, integrated on multiple levels. We believe it is necessary to analyze the concerns in this area which emphasizes the need to develop a complex based methodology, which does not confined only to purely economic aspects, but to take into consideration, firstly, the social and human ones.

In this framework we consider that the effectiveness of human resources management cannot be determined using a single indicator. Out of here the necessity to develop a whole system of indicators, taking into account that efficiency of human resources management occurs frequently, directly and indirectly.

In conclusion, we consider that only based on scientific foundations, rigorously anchored in the reality of national or multinational organizations, human resources management can and should respond effectively to fulfilling their major goal for the achievement and growth of organizational performance.

PART II

Specific modalities of streamlining Human Resource Management within national and multinational organizations in order to obtain and increase their performance

CHAPTER 6

COMPARATIVE RESEARCH CONCERNING THE FUNCTIONALITY AND STREAMLINING MODALITIES OF HUMAN RESOURCE MANAGEMENT WITHIN NATIONAL AND MULTINATIONAL ORGANIZATIONS IN ORDER TO OBTAIN AND INCREASE THEIR PERFORMANCE

Building the questionnaire, the responses of involved subjects which manages the specific aspects of human resources subsystem, have enabled us to achieve a field research in which we could identify, analyze and develop relevant conclusions and suggestions for the doctoral thesis, of the requirements formulated through the directions and requirements objectives set in order to validate or invalidate the constructed assumptions.

There were investigated 384 medium and large organizations in Sibiu and Bucharest, of which 223 (58.10%) were national organizations and 161 (41.90%) multinational organizations.

A first conclusion that we split is that most surveyed responsible / managers of human resources believe that *the main factors that influence the achieving of management efficiency* within the organizations where they work, are: development adequate valuing of organization's opportunities (81.80%), allocation and optimum use of required resources (79.40%) respectively profitable integration of the organization in the specific business environment of its activity (77.90%).

Regarding *the main subsystem of the organization that influences the ensuring and improving its performance*, the subjects have indicated, mainly, the one of the human resources management (41.40%). The research results also revealed that there are significant *differences between the organizations grouped by the type of national or multinational organization* regarding their main subsystem indicated as influencing the ensuring and performance growing of each organization (Fig. 6.1.).

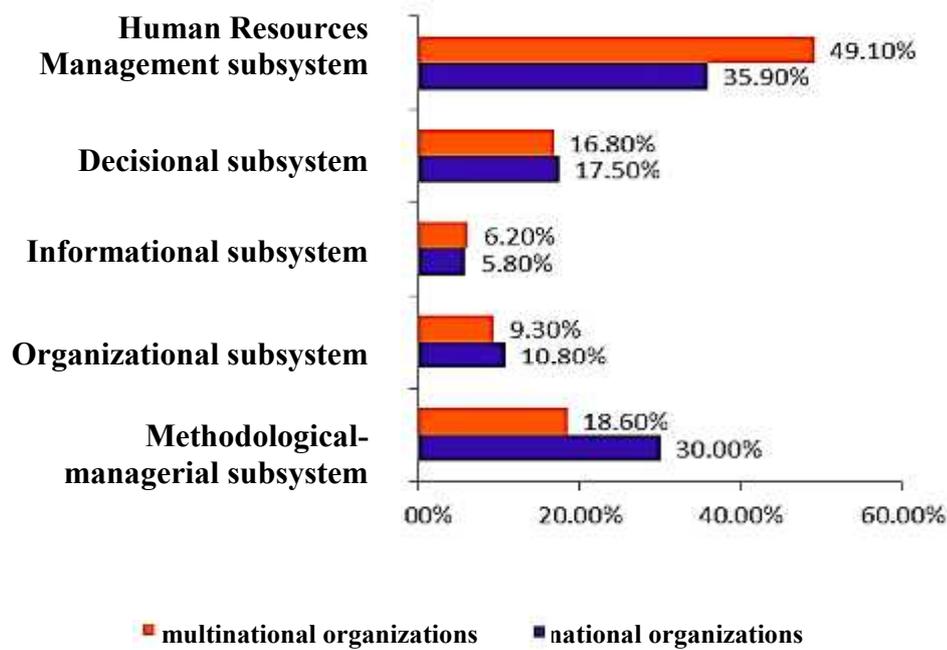


Fig. 6.1. Organization's subsystems that influence the ensuring and increasing its performance, grouped by the type of organization

Also, the most important three components of organizational culture with a decisive role in achieving the organization's performance are: traditions of the organization (62.50%), promoting and supporting teamwork (61.70%) and the brand of the organization (58, 90%).

According to respondents, the prioritization of managerial policy designed to ensure the performance of organizations is as follows: motivation of employees; making products / services of higher quality; matching products / services with customer requirements.

Currently, 9 out of 10 analyzed organizations have *a exclusively distinct department / office of human resources*, testing the differences between percentages, according to the size of organizations (in terms of number of employees), revealing that there are no differences between organizations size groups in the percentage of organizations in which there is a distinct department / office exclusively for human resources.

Processing data relating to respondents' assessments of *the extent to which certain activities have a decisive role in achieving efficiency of human resources management within the organization to which they belong*, showed the following results:

□ the subjects of both national and multinational companies indicated the "very much" option for the following activities: human resources planning (52.50% and 45.30%), training and improving human resources (51.10 % and 56.50%), performance evaluation of human resources (53.80% and 57.80%), human resources motivating (55.60% and 65.20%);

□ respondents belonging to organizations both national and multinational opted for "*to a large extent*" in the case of promoting human resources activities (52.50% and 55.30%);

□ regarding the staff recruitment and selection, 50.20% of representatives of national organizations selected "*to a large extent*" option, while 49.70% of those of multinational organizations have opted for "a very large extent".

Thus, according to responsible / directors of human resources of national organizations, ***the most important undertaken activity in order to improve human resources management*** that contributes significantly to increasing performance the organizations to which they belong *is to increase employees' motivation for qualitative fulfillment of tasks* (30%), while in the case of multinational organizations, this refers to *optimize the employees rate with the layoffs one*.

The percentages analysis of responses to this question shows that both national and multinational organizations consider necessary to arrange on top *the employees increasing motivation* to qualitative fulfill of tasks and hiring rate optimization with the layoffs one, where the multinational organizations add increasing economic efficiency of the organization.

In this respect, ***the main way of assessing the human resources management*** indicated both by representatives of national organizations (47.30%) and those of multinational organizations (43.70%) is the evaluation of the management of of their organizations.

In this context, human resource managers being asked about ***the main effect of ensuring the effectiveness of human resources management on an organization*** indicated in the proportion of 38.80%, the increase of competitiveness through services quality.

According to respondents, 83.30% of the analyzed organizations ***took measures to maintain the performance by adapting human resources decisions in the context of financial crisis***.

Specifically, 74.40% of subjects belonging to national organizations, respectively 68.30% of those in multinational organizations appreciate ***the level of importance of human resources manager in the organization's efforts to increase performance within the market*** as being high.

A special importance was paid to *recruiting staff*, which currently is performed: *directly by the organization, through advertisements in the media* (64.30%), directly by the organization, through specialized sites (55, 70%), directly by the organization, by means of classical communication (newspapers, TV, radio, etc.) and online (46.90%) through specialized companies (27.30%).

As regards the *training activities and training of employees* in the last three years surveyed organizations provided mainly *open courses, training and specialization* (55.5%), but there is a significant percentage of 33.10 % of organizations in the sample who indicated that since 2010 and until now did not exercise any staff training.

For initiation courses, training and specialization, most organizations (91.50%) have allocated amounts that did not exceed the amount of 100,000 lei. However, organizations with a turnover in the range of 150,001 to 300,000 euros were allocated on average, to prepare employees, less with 51,916.62 lei compared to organizations with a turnover of more than 900,000 euros.

So far, 60.90% of the organizations in the sample have not rewarded employees for performances. For those who have given rewards (39.10%), those consisted mainly in premiums (66.70%).

Among the main issues that *have contributed to the decision of responsible / managers of human resources to engage in the organization* that they represent, are distinguished: positive image of the organization (38.30%) received salary (37.80%), relative stability of the service (51.60%), the need to have a job (63.30%), the conditions under which business operates (47.10%) and skills in this area (56.50%) .

Analysis of the responses shows that human resources management and managers of this subsystem of national and multinational organizations exists and supports their work towards achieving performance. The diversity of expressed options show that in the activity of the Department of Human Resources exists common points of interest and action in national and multinational organizations, and certain peculiarities, which gives the need for understanding and applying the requirements of an effective human resources management, adapted to the concrete requirements of each type of organization.

CONCLUSIONS AND SUGGESTIONS

The doctoral thesis theme is part of the area scientific researches and practical actions of management, proposing a new and important issue specific to human resources management. The thesis structure, its content and scientific used device, contributes to developing an original work from the perspective of the relevant theoretical, methodological and praxiologic requirements imposed by such a scientific approach.

Thus, each chapter and the thesis in its entirety highlights significant aspects of the proposed theme using scientific methods of research in the this regard such as comparison, analysis and synthesis, description, explanation.

The efficient approach of human resources management in order to increase national and multinational organizations performance was conceived and completed by a correlation of significant contributions of some renowned authors in this field, Romanians and foreigners, with their own analysis of these scientific approaches, constantly developed with ideas and own proposals for both theoretical part, and especially for the practical one, after a transversal field investigation conducted within national and multinational organizations, medium and large in Sibiu and Bucharest.

For this, we have structured the thesis in two parts, one theoretical, containing, in its turn, five chapters, and another practical, where are presented the results of field investigations.

Thus, our scientific approach aimed achievement of an enlightening and original theoretical approach able to enlarge the sphere of possibilities for approaching human resource management and its correlation with the performance of national and multinational organizations.

In the present context are well known the challenges facing the organizations: the rapid development of global markets, explosive competition, demographic changes and an increasingly rapid rhythm of change. Organizations, whether national or multinational, strive to adapt to the future, based on new operating strategies and techniques and a new way of thinking about things.

However, given these rapid changes and numerous which are influencing nowadays organizations, is difficult and risky identifying the "basic" construction of any organization, and especially the organization's future.

We believe that national and multinational organizations need to understand better extent of transformation that "sweep" our world and the new basic skills that that will be

needed to survive and prosper in the future. Competences of organization will be based not on the principles of the past related to the property, stability and control, but on other principles in which flexibility is becoming increasingly important. Such skills include ways to engage and inspire people, to strengthen the teams and the partnership relations, to obtain and use knowledge.

National and multinational organizations are among working environments that have a direct productivity, being characterized by a specific organizational culture, type of organization and operation, task, these are "humanized" organizations in which the human factor have a significant percentage.

Starting from the need to integrate all the requirements to achieve the performance of an organization into a unified framework, we considered necessary to approach essential aspects of the human resources management on the concepts of efficiency and performance of national and multinational organizations.

Therefore, each subsystem responsible for the management of resources is required to formulate and implement those policies in terms of human resources, financial and information technology which the organization needs to achieve specific performance activities. For this, each subsystem of organization management and organization management as a whole is necessary to design and implement appropriate measures to ensure an efficient management of resources, the formulation and adoption of proposals on improving their organization's performance for dissemination by the stakeholders, administrative and financial policy coordination, as well as those relating to information technology and human resources, aimed at achieving this goal.

If for the multinational organizations is calling into question the identification of new ways to increase their performance, for national organizations multiply business, generated conflicts of their leadership succession, demonstrates the emergence of a major crisis that touches essentially the big structures in direct contact with state and recruitment habits of management staff.

In this respect, it is very important to achieve some diagnostic studies in human resources area, and on this basis to be able to anticipate strategic choices in Human Resources Management specific to national and multinational organizations strategy, valued in substantiating efficient human resource management strategy.

From our point of view, human resources management will require more easily targeted measures, will go easier through the process of developing human resources strategy if will train the organization's staff in the process. Thus, organization members will be encouraged and motivated to form similar opinions about the strengths and weaknesses of the

organization, as well as the environment in which it operates. For this it is necessary to pay more attention to the communication process so that national and multinational organization members to show sufficient confidence and interest in the establishment of the organization perspective.

The process of attracting staff to developing the strategy that aimed human resource management effectiveness, varies depending on the scope of the strategy, so if it covers the entire organization, an area of activity (commercial, production, personnel, etc.) or a subsystem, and the type of managers and the practiced style of management in the organization. But in all cases we consider it necessary to be trained the staff to being involved in implementing the intended strategy to increase the efficiency of human resource management.

When we appreciate the need of involving staff in the development of human resources management strategy, we consider the differentiation of category of personal , employment, primarily those people who can contribute, through their training, to the establishment of objectives, strategic options etc., or which depends on the implementation of that strategy. This involvement of staff in developing the strategy increases the chance for staff to participate with all the knowledge and skills in the implementation, which proved more difficult than developing the strategy.

We believe that the distance between hope and recommendations regarding "investment in man" is still big enough to managerial practices. Human Resources and human resources management is a well developed and recognized service, their role being in growing but still retains traditional priorities and constraints, certain concepts, opinions and practices present in the work of managers.

Based on theoretical approaches of national and multinational organizations performance issues, performance management of national and multinational organizations, the efficiency of human resources management in increasing the performance of national and multinational organizations the field investigation aimed and made specific identification of managers opinions from some national and multinational organizations in Sibiu and Bucharest relating to this issue.

Interpretation of responses shows that human resources management and managers of the subsystem of national and multinational organizations make their presence felt and continuously support their work towards achieving performance. However, there are a variety of expressed options, which shows that the work of the Human Resources Department there are common points of interest and action in national and multinational organizations, and certain features, which makes the need for understanding and application of the requirements

of an effective human resources management, adapted to the specific requirements of organizations, whether national or multinational.

The doctoral thesis we consider it as a building that fits to the requirements of theoretical, methodological and praxiological, specific to this approach. In this regard, we consider relevant the personal contributions, of which we consider as principals the following elements:

a) the content of the thesis, its structure involving new aspects that are not approached to the native scientific literature or foreign, or their presence is one segmental, incomplete;

b) presenting the evolution and critical analysis of the content and characteristics of national and multinational organizations respectively their common points and particularities of this;

c) identification and explanation of evolution of national and multinational organizations in the first decades of the twenty-first century, in the context of globalization and knowledge-based revolution;

d) the approach of content specific aspects of reports between human resources management and organization's management, respectively other subsystems of national and multinational organizations;

e) highlighting new opportunities for understanding the specific activities of human resources management of strategies and methods for assessing human resources management in national and multinational organizations;

f) presentation of the defining issues, clarifying of the performance of national and multinational organizations, of the indicators to measure it;

g) critical analysis of approaches aiming streamlining the content of human resources management;

h) developing a new content of human resources management efficiency and indicators to measure it;

i) substantiation, design, organization and conducting the investigation of field which is entirely own contribution;

j) the way of interpreting and the proposals made in the analyzed opinions of the managers / human resources managers built for each item in the questionnaire applied for the 384 national and multinational organizations is entirely a personal contribution.

We consider that in the future our effort will be directed toward **new perspectives and research directions in the area of human resources management efficiency and its influence on the performance of national and multinational organization.**

A first line of research aims to integrate comprehensive historical perspective in the scientific creation and construction of theory space of human resources management efficiency. Recourse to previous experiences in the field of theoretical knowledge of human resources management is determined by methodological and conceptual transformations of human resources management science as a branch of management which touch frameworks of contemporary knowledge and prospective approaches. From this view, we believe that brings about the need enlargement of studies for understanding the evolution of scientific concepts in the area of efficiency of human resources management necessary to determine their subsequent development directions.

Another line of research that we propose in future aimed at amplifying constructive scientific theory, understanding the need to increase the role of theoretical thinking in the area of human resources management efficiency.

We believe that it is necessary to focus in the future our research concerns to justify and support the need for knowledge and strategies to achieve efficient human resource management in modern organizations and its particularities in the national and multinational organizations, of creation and development of a theoretically well strengthened space, as safest way to achieve and increasing performance of national or multinational organization.

Based on field investigations conducted and the findings of its performance, as identified experiences in scientific studied papers, some of presented in the first chapters of the thesis, **we propose the following actions which can contribute to skills training managers from human resources management and to improve the practice in this field, as follows:**

- introduction in the academic preparation of future managers of some issues concerned with the efficiency of human resources management, of an effective manager skills, the influence of the effectiveness of human resources management on the performance of national and multinational organizations;
- opening funding for research projects aimed at distinct direction the efficiency of human resources management in the modern national and multinational organizations;
- making available to managers of national and multinational organizations certain information by which to argue the need to scientifying the human resources management efficiency by using the specific methods and tools of management, decision theory, organization theory, computer science, praxiology;
- implementation within the human resources management of some performance and modern technology, in the which a decisive role has the use of calculation technique;

- training and development within each national or multinational organization of an organizational culture centered on modern organizational values, needs and motivation of employees in order to increase its performance;

- rigorous delineation of each job or department specific to human resources management, hiring their professionalized employees in human resources area;

- supporting and providing training and improving professional skills and transversal, praxiological and methodological human resource managers.

Thus, we can say that our effort to build a relevant scientific approach, and develop some relevant practical solutions required to conduct the ways to streamline human resources management in order to identify the strategies needed to increase the performance of national and multinational organizations can be continued both broadening and deepening of new theoretical aspects and to identify new praxiological opportunities.

We believe that the proposed topic and how it was done the research presents a particular importance because through its results to the extent that they will be accepted and disseminated in the studied area, but also in the other groups concerned, could produce a positive change, we appreciate, even of "individual mind" and hence "group mind" regarding the ways to streamline human resources management.

We are aware that a theme that aims ultimately to streamline its approach to human resources management to increase the performance of national and multinational organizations is a difficult and complex action . We say this because in the domain approaches are varied and distinguished from one author to another and less present in human resources management efficiency for increasing performance of national and multinational organizations.

Thus, we can say that our effort to build a relevant scientific approach, and develop some relevant practical solutions required to conduct the ways to streamline human resources management in order to identify the strategies needed to increase the performance of national and multinational organizations can be continued both for the broadening and deepening of new theoretical aspects and to identify new praxiological opportunities.

On these grounds we continue to identify new value benchmarks of implementing an efficient human resources management able to increase the capacity of intervention of national and international organizations in increasing their performance.

SELECTIVE BIBLIOGRAPHY

1. Afanasiev I., *The scientific and technological revolution: it's impact on management and education*, Progress, Moscow, 1976;
2. Ajai S. Gaur, Vikas Kumar, Deeksha Singh, *Institutions, resources, and internationalization of emerging economy firms*, Journal of World Business, Volume 49, Issue 1, January 2014;
3. Androniceanu A., *Managementul schimbărilor – Valorificarea potențialului creativ al resurselor umane*, Editura All Educational, București, 1998;
4. Armstrong M., *Personnel Management Practice*, Kogan Page, London, 1996;
5. Badrus Gheorghe, *Economiile naționale*, Editura Politică, București, 1988;
6. Baird L.S., Post E.J., Mahon F.J., *Management – Functions and Responsibilities*. Editura Harpe and Row, 1990;
7. Balaure V. (coord.), *Marketing*, Editura Uranus, București, 2000;
8. Băcanu B., *Managementul strategic*, Editura Teora, București, 1999;
9. Băleanu C., *Managementul îmbunătățirii, continue*, FIM AN, Editura Expert, București, 1996;
10. Bloom N., Reenen J. V., *Human Resource Management and Productivity*, Centre for Economic Performance, LSE, CEP Discussion Papers Series, 2010, accesat de pe adresa <http://ideas.repec.org/p/cep/cepdps/dp0982.html>;
11. Boboc I., *Comportament organizațional și managerial – Fundamente psihosociologice și politologice*, Editura Economică, București, 2003;
12. Bocean C., *Auditul resurselor umane*, Tribuna Economică, București, 2008;
13. Bogdan I., *Management financiar în afaceri*, Editura Universitară, București, 2006;
14. Bourguignon A., *Definir la performance: une simple gestion de vocabulaire*, 1996;
15. Bühner R., *Personal-Management*, Landsberg, Veriag Moderne Industrie, 1994;
16. Burciu A. (coord.), *Introducere în management*, Editura Economică, București, 2008;
17. Burduș E., Popa I., *Fundamentele managementului organizației*, Ediția a III-a, Editura Pro Universitaria, București, 2013;
18. Burlaud A., Simon, C.J., *Controlul de gestiune*, trad. Editura Coresi, București, 1999;
19. Burnete Sorin, *Elemente de economie internațională*, Editura Universității „Lucian Blaga” din Sibiu, Sibiu, 2010;
20. BurrellGibson,MorganGareth,*Sociological Paradigms and Organizational Analysis*, Heinemann, 1979;

21. Cascio Wayne F., *Managing Human Resources*, Mcgraw-Hill College, 5 Sub edition, 1997;
22. Certo S.C., *Managementul modern*, Editura Teora, București, 2002;
23. Champlain, J. *Auditing Information Systems*, John Wiley, 2003;
24. Chenington J.D., *The Management of Human Resources*, Boston, 1991;
25. Ciobanu A., *Analiza relevanței indicatorilor financiari de măsurare a performanțelor întreprinderii*, Academia Română, Institutul de Cercetări Financiare și Monetare „Victor Slăvescu”, Studii Financiare vol. 1(27) /2004, București;
26. Conway S.M., *Distributing contextual performance from task performance for managerial jobs*, in *Journal of Psychology*, 1999, No. 84;
27. Deaconu A. et.al., *Dezvoltarea resurselor umane*, Editura ASE, București, 2012;
28. Deal T., Kennedy E., *A Corporate Cultures: The Rites and Rituals of Corporate Life*, Harper & Row, New York, 1990;
29. *Dicționarul Larousse de sociologie*, Editura Univers Enciclopedic, București, 1996;
30. Dobrin C., Popa I., *Considerații cu privire la costurile calității și noncalității*, Revista Calitatea acces la succes, București, 2008;
31. Dobrin C., *Flexibilitatea în cadrul organizație; aspecte tactice și operaționale*, Editura ASE, București, 2005;
32. Drennan D., *Transforming Company Culture. Getting Your Company From Where You Are Now to Where You Want to Be*, McGraw-Hill Book Comp., London, 1992;
33. Druker P., *Management Tasks.Responsabilities.Practices*, Heineman, London, 1974;
34. Drucker P.F., *Managementul viitorului*, Editura ASAB, București, 2004;
35. Dumitrașcu D.D., Popa D., *Management operațional*, Editura Universității „Lucian Blaga” din Sibiu, 2012;
36. Dumitrașcu, D.D., Popa D., *Ghid antreprenorial pentru afaceri mici și mijlocii*, Editura Universității „Lucian Blaga” din Sibiu, 2008;
37. Dumitru C., *Management internațional și relații economice internaționale*, Editura Polirom, Iași, 2000;
38. Feleagă N., Malciu L., *Provocările contabilității internaționale la cumpăna dintre milenii*, Editura Economică, București, 2004;
39. Fercelli A.M., Sire, B., *Performance et Resources Humaines*, Economica, Paris, 1996;
40. Ferris G.R., Buckley R.M., *Human Resources Management*, Prentice-Hall, Englewood Cliffs, 1996;
41. Florescu C. (coord.), *Esența Marketingului*, *Marketing*, nr. 2/1990;

42. Galbraith J.K.. *Știința economică și interesul public*, Editura Politică, București, 1982;
43. Gandois J., *Le choix de la performance globale*, La Documentation Francaise, 1992;
44. Gavrilă T., Lefter Viorel, *Managementul general al firmei*, Ediția a doua, Editura Economică, București, 2004;
45. Gazier B., traducere de Petrovici R., *Strategiile resurselor umane*, Institutul european, Iași, 2003;
46. Grant R.M., *Toward a knowledge-based theory of the firm*, Strategic Management Journal, 17, 1996;
47. Hellriegel Don, Slocum W. John, Woodman W. Richard, *Organizational Behavior*, South-Western College Pub, 8th edition, 1997;
48. Huțu Carmen Aida, *Cultură organizațională și leadership*, Fundamentarea capacității competitive a firmei, Editura Economică, București, 2007;
49. Ignat Ion, *Concurența – Economie politică*, vol. I, Editura Porto Franco, Galați, 1991;
50. Ikujiro Nonaka et al., *Dynamic fractal organizations for promoting knowledge-based transformation – A new paradigm for organizational theory*, European Management Journal, Volume 32, Issue 1, February, 2014;
51. Ilieș Liviu, Crișan Emil, *Managementul firmei și planul de afaceri*, Editura Risoprint, Cluj-Napoca, 2009;
52. Ittner C.D., Larcker D.F., *Innovations in Performance Measurement: Trends and Research implications*, Journal of Management Accounting Research (10), 1998;
53. Ittner C.D., Larcker D.F., *Assessing empirical research in managerial accounting: a value-based management perspective*, Journal of Accounting and Economics, 32/2001;
54. Istocescu A., *Management comparat internațional*, Editura ASE, București, 2005;
55. Jensen M.C., *Value maximisation, stakeholder theory and the corporate objective function*, European Financial Management, 2001, Vol 7:2;
56. Jung C.G. *Tipuri psihologice*, Editura Humanitas, București, 1997;
57. Kaplan R., Norton, D., *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business School Press, Boston, 1996;
58. Katharina J. Raab, Björn Ambos, Stephen Tallman, *Strong or invisible hands? – Managerial involvement in the knowledge sharing process of globally dispersed knowledge groups*, Journal of World Business, Volume 49, Issue 1, January 2014;
59. Lefter V., Deaconu A. (coord.), *Managementul resurselor umane – Teorie și practică*, Ediția a doua, Editura Economică, București, 2008;
60. Lile R., *Management general*, Editura Gutenberg Univers, Arad, 2011;

61. Lorino P., *Le pilotage de l'entreprise: de la mesure à l'interprétation*; In: Cohérence, Pertinence et évaluation, ECOSIP, Editura Economica, 1996;
62. Luo Y., Tung R., *International expansion of emerging market enterprises: A springboard perspective*, Journal of International Business Studies, 38 (4) (2007);
63. Manolescu A., *Managementul resurselor umane*, Editura RAI, București, 1998;
64. Manolescu A., Lefter V., Deaconu A., *Managementul resurselor umane*, Editura Economică, București, 2007;
65. Mârza B., *Performanță prin valoare. Crearea valorii-deziderat fundamental al performanței organizațiilor moderne*, Editura Universității „Lucian Blaga” din Sibiu, Sibiu, 2013;
66. Messonnet O., *Essai de définition de la performance de l'entreprise*, document de recherche de l'IAE de Rouen, 1996;
67. Mihăescu L., *Metode cantitative în management*, Editura Universității „Lucian Blaga” din Sibiu, 2009;
68. Mihăescu L., *Sisteme informaționale și aplicații informatice în administrarea afacerilor*, Editura Universității „Lucian Blaga” din Sibiu, 2009;
69. Mihaș I., *Euromanagement*, Editura Economică, București, 2002;
70. Milkovich G.T., Boudreau J. W., *Personnel/Human Resource Management: A Diagnostic Approach*, Plano Business Publications, Inc., Texas, 1988;
71. Moigne J. L., Carré D., *Auto-organisation de l'entreprise*, Les Editions d'Organisation, Paris, 1977;
72. Moraru G. (coord.), *Dezvoltarea competențelor manageriale și tehnologice ale personalului operațional*, Editura Universității „Lucian Blaga” din Sibiu, 2009;
73. Mullins J. Laurie, *Management and Organisational Behaviour*, 1989;
74. Muscalu E., *Fundamentele managementului*, Editura Universității „Lucian Blaga” Sibiu, 2007;
75. Muscalu E., *Managementul serviciilor*, Editura Universității „Lucian Blaga” din Sibiu, 2004;
76. Muscalu E., *Management general*, Editura Universității „Lucian Blaga” din Sibiu, 2003;
77. Muscalu E., *Strategii universitare*, Editura Eficient, București, 2001;
78. Muscalu E., Todericiu R., *Management public*, Editura Universității „Lucian Blaga” din Sibiu, 2008;

79. Muscalu E., *Management – Tendințe și provocări*, Editura Universității „Lucian Blaga” din Sibiu, 2014;
80. Muscalu E. (coord.), Mihăescu L., Todericiu R., Șerban A., *Management: Elemente fundamentale*, Editura Universității „Lucian Blaga” din Sibiu, 2014;
81. Muscalu E., Muntean S.N., *Aspects Regarding Human Resources Management Streamlining Within National and International Organizations*, 21st International Economic Conference – IECS 2014, „Lucian Blaga” University of Sibiu, Romania, 2014;
82. Muscalu E., Muntean S.N., *Defining Aspects of Human Resource Management Strategy within the General Strategy of the Modern Organization*. International Conference on European Integration – New Challenges (EINCO), Universitatea din Oradea, 2013;
83. Muscalu E., Muntean S.N., *Common and Particular Aspects when Approaching National and Multinational Organizations*. The 20th International Economic Conference – IECS 2013, Universitatea „Lucian Blaga” din Sibiu, 2013;
84. Muscalu E., Muntean S.N., *Motivation – A Stimulating Factor for Increasing Human Resource Management Performance*, Review of International Comparative Management, Volume 14, Issue 2, May 2013, pp. 303-309;
85. Muscalu E., Muntean S.N., *The Influence of The Human Capital in the Economic Development of Organizations*, Conferința Internațională a Academiei de Studii Economice București – Facultatea de Management, Ediția a VI-a, București, 2012, Proceedings of the 6th International Management Conference „Approaches in Organisational Management”, pp. 211 – 220;
86. Muscalu E., Muntean S.N., *Teams and their role in modern organizations*, *Revista Economică* – Universitatea „Lucian Blaga” din Sibiu, Supplement No. 2/2012, pp. 239 – 246;
87. Nica P., Iftimescu A., *Management – Concept și aplicații*, Editura Sedcom Libris, Iași, 2008;
88. Nicolescu O. (coord. general), *Dicționar de management*, Editura Pro Universitaria, București, 2011;
89. Nicolescu O., *Managerii și Managementul resurselor umane*, Editura Economică, București, 2004;
90. Nicolescu O., Verboncu I., *Fundamentele managementului organizației*, Editura Universitară, București, 2008;

91. Nicolescu O., Nicolescu C., *Organizația și managementul bazate pe cunoștințe*, Editura Pro Universitaria, București, 2011;
92. Nicolescu O., Verboncu I., *Managementul organizației*, Editura Economică, București 2007;
93. Nicolescu O., *Managerii și managementul resurselor umane*, Editura Economică, București, 2004;
94. Nicolescu O., Nicolescu L., *Economia, firma și managementul bazate pe cunoștințe*, Editura Economică. București, 2005;
95. Nicolescu O., Verboncu I., *Management*, Editura Economică, București 1995;
96. Nicolescu O., *Management și eficiență*, Editura Nora, București, 1994;
97. Niculescu N., Buda S., *Progres tehnic. Management moderne. Eficiență economică*. Editura economică, București, 2000;
98. Niculescu M., *Strategii de creștere economică*, Editura Economică, București, 1999;
99. Ogorean C., *Management strategic*, Editura Universității „Lucian Blaga” din Sibiu, 2006;
100. Ogorean C., *Coordonate manageriale ale competitivității firmei – o perspectivă globală*, Editura Universității „Lucian Blaga” din Sibiu, 2007;
101. Ogorean C., Herciu M., *Theories of the Multinational Enterprises – Two Different Approaches*, Studies in Business and Economics, Lucian Blaga University of Sibiu, Faculty of Economic Sciences, vol. 7(1), April;
102. Ogorean C., Herciu M., *Multinational Enterprises – Key Sources for Global Development and Competitiveness*, Ovidius University Annals, Economic Sciences Series, Volume XI, Issue 2, 2011;
103. Oprean C., *Tendențe actuale în managementul capitalurilor organizațiilor moderne*, Editura Poligr. Al ASEM, 2008;
104. Oprean C., Țițu M., Oprean C., *Studii de caz în managementul strategic*, Editura Universității „Lucian Blaga” din Sibiu, Sibiu, 2004;
105. Organ D.W., *Organizational citizenship behavior: The good soldier syndrome*. Massachusetts, Lexitong, 1998;
106. Pânișoară G., Pânișoară I.-O., *Managementul resurselor umane – Ghid practic, Ediția a II-a*, Editura Polirom, Iași, 2010;
107. Petrescu I. (coord.), *Managementul pe baza centrelor de performanță*, Editura Expert, București, 2003;
108. Petrescu I., *Managementul performanței*, Editura Lux Libris, Brașov, 2002;

109. Peyrelevade J., *Economie de l'entreprise*, Editura Fayard, Paris, 1989;
110. Popa I., *Management general*, Editura ASE, București, 2005;
111. Popa I., *Management strategic*, Editura Economică, București, 2005;
112. Popescu D., *Management*, Editura Economică, București, 2006;
113. Popescu I., *Eficiența economică a sistemelor de producție*, Editura Tehnică, București, 1984;
114. Porter M. E., *L'avantage concurrentiel des nations*, InterEditions, Paris, 1993;
115. Radu I. et al., *Informatică și Management*, Editura Universitară, București, 2007;
116. Rappaport A., *Creating Shareholder Value*, The Free Press, New York, 1998;
117. Scouarnec A., François Silva, *Human Resource Practices In The Euro-Mediterranean Region: Typology*, Journal Management & Marketing, University of Craiova, Faculty of Economics and Business Administration, Volume 6, 2008;
118. Todericiu R., Muscalu E., Mihăescu L., *Education For Sustainable Development Society – The Future Requirements*, The 5th IASME / WSEAS International Conference on Energy & Environment (EE10), The Conference at University of Cambridge, Cambridge, UK, February 23-25, 2010;
119. Trudel J.M., *International Human Resources Management: A New Challenge*, Technical University of Lisbon, Journal Portuguese Journal of Management Studies, Technical, Vol. XIV, 2009;
120. Vlăsceanu M., *Organizații și comportament organizațional*, Editura Polirom, Iași, 2003.

Internet sources:

1. <http://revista-de-hr.blogspot.ro/2013/01/strategii-in-managementul-resurselor.html>, accesat în 27.02.2013;
2. http://www.managementgeneral.ro/index_en.html, accesat în 09.03.2013, 11.03.2013.
3. http://en.wikipedia.org/wiki/Fortune_Global_500, accesat în 23.02.2014;
4. <http://www.seap.usv.ro/~valeriul/lupu/cap11.pdf>, accesat în iulie 2014.