



FUNCTIONS OF HUMAN RESOURCE MANAGEMENT IN MODERN ORGANIZATIONS

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Abstract: In the context of the contemporary economy, marked by globalization, intense competition, and rapid technological transformations, human resources have become an essential factor in organizational success. Unlike traditional approaches, where the emphasis was placed on material and financial resources, today sustainable competitive advantage is mainly generated by human capital, through employees' skills, creativity, and adaptability. Human resource management has developed as a response to the need for efficient personnel management, evolving from a strictly administrative function, focused on employee records and compliance with legal regulations, into a strategic field integrated into the organization's decision-making process. In this new paradigm, human resource management is no longer perceived merely as a support department, but as a strategic partner that actively contributes to achieving organizational objectives and creating value.

Modern organizations face challenges such as digitalization, labor market flexibility, cultural diversity, and the need for continuous learning. In this context, human resource management plays a key role in attracting, developing, and retaining employees, as well as in creating a work environment conducive to performance. The functions of human resource management include activities such as human resource planning, recruitment and selection, professional training, performance evaluation, motivation, and labor relations management. These functions are interdependent and contribute to achieving organizational goals. This paper aims to provide a theoretical analysis of these functions, highlighting their importance in increasing performance and achieving a sustainable competitive advantage

Introduction

In the context of the contemporary economy, characterized by accelerated globalization processes, intensified competition, and rapid technological transformations, organizations are required to rethink their development and operational strategies [9]. While in the past the emphasis was placed predominantly on material and financial resources, today human resources have become the main generator of value and sustainable competitive advantage [6]. Human capital, through employees' competencies, creativity, and adaptability, represents an essential element for organizational success [4].

Human Resource Management (HRM) has evolved significantly over time, shifting from a predominantly administrative function focused on personnel records and compliance with legal regulations to a strategic field integrated into the organization's decision-making processes [1], [5]. Within this new framework, HRM is no longer perceived merely as a support department, but as a strategic partner actively contributing to the achievement of organizational objectives and value creation.

Modern organizations face a series of complex challenges such as accelerated digitalization, labor market flexibility, cultural diversity, and the need for continuous learning. These changes require the adoption of efficient human resource management practices capable of ensuring employee attraction, development, and retention, as well as creating a work environment favorable to performance and innovation.

In this context, the functions of human resource management gain particular importance, including activities such as human resource planning, recruitment and personnel selection, professional training, performance evaluation, employee motivation, and labor relations management. The interdependence of these functions contributes to achieving organizational objectives and strengthening the organization's competitive position in the market

Material and method

The present paper is based on theoretical research founded on the critical analysis and systematization of specialized literature in the field of human resource management. The methodology used is descriptive-analytical, aiming to highlight the main functions of human resource management and their role within modern organizations.

The documentary material consisted of relevant bibliographic sources, including scientific works, university textbooks, and articles published in specialized journals.

Results and discussions

Human Resource Management (HRM) represents a set of interdependent activities aimed at the efficient utilization of human potential within organizations [2], [5]. In the context of modern organizations, these functions are no longer approached separately, but in an integrated manner, contributing to the achievement of strategic objectives and the creation of a sustainable competitive advantage.

1. Human resource planning
2. Recruitment and personnel selection
3. Training and professional development
4. Performance evaluation
5. Employee motivation and reward systems
6. Labor relations management

Challenges of Human Resource Management in Modern Organizations

In the current context, Human Resource Management faces a series of challenges generated by the accelerated dynamics of the economic, social, and technological environment. These transformations require organizations to adopt flexible and innovative strategies in order to manage human capital efficiently and remain competitive in the market.

1. Digitalization and process automation
2. Labor market flexibility
3. Cultural diversity and inclusion
4. The need for continuous learning
5. Talent retention and staff turnover
6. Work-life balance

Conclusions

The analysis carried out highlights that Human Resource Management has evolved significantly, moving from an administrative function to a strategic one that is essential for organizational success. In modern organizations, human resources are no longer perceived merely as a production factor, but as strategic capital capable of generating value and sustainable competitive advantage.

The functions of Human Resource Management — planning, recruitment and selection, training and professional development, performance evaluation, motivation, and labor relations management — are interdependent and contribute directly to the achievement of organizational objectives. The effective application of these functions enables organizations to improve their performance and adapt to the requirements of the current economic environment.