

## STUDY OF HUMAN RESOURCES TYPOLOGY

CARMEN GABRIELA SECARĂ<sup>1</sup>

<sup>1</sup>University of Pitești,  
carmen.secara@yahoo.com

**Abstract:** *In this study we'll approach human resources strategies and systems, some models of human resources management and typologies. We use the Sonae Group in Portugal as a case study to present the structure of resources and analyze their efficiency in the company. Human resources strategy is designed to develop skills, attitudes and behaviours among staff that help the organization meet its goals. According to human resources capabilities, motivations and performance, an organization could be performant.*

**Key words:** *recruitment, selection, human resources, organization*

### INTRODUCTION

The strategy of human resources must be aligned with the organizations vision, missions and goals. In developing an human resources strategy, the organization must study the characteristics of its industry. The strategy must look the organizations culture, structure and systems. In order to avoid risks faced in personnel recruiting and selection, the best strategies and policies should be applied. The selection of the employee is a very important aspect because the organization will invest in him or her by continuous training. This is an investment dedicated to the development of individual and collective skills required for the performance progress.

Human resources management implies the continuous improvement of all employees with the purpose of achieving the organizational mission and objectives. The successful implementation of the human resource management implies the existence of a performance assessment system, an system of incentives for the employees and of rewards for the results. The main objective of human resource management is to supply expertise and experience in this field, in such a way as to obtain optimal and secure performance, using the most adequate methods.

Personnel recruitment is the process of seeking, identifying, and attracting potential candidates, and selecting the most appropriate candidates for the current and future vacant jobs. The human resource recruitment is the managerial process of retaining and developing the most adequate internal and external sources required for the provision of competitive personnel, in order to achieve the objectives of the organization.

### MATERIALS AND METHODS

We use for studying one of the biggest private employers in Portugal, with about 40,000 staff. So, the analyze is focus on training and development, young talent programmes in this company.

### RESULTS AND DISCUSSIONS

#### 1. THE IMPORTANCE OF HUMAN RESOURCES SKILLS IN ANY ORGANIZATION

Whatever the analyzed organization would it be, it is known that human resources are the only resources capable of producing and reproducing all other resources available to a firm. Human Resources ensure the survival, development and competitive success of organizations, so it follows that the competitive advantage of a company is increasingly consisting in its people.

Therefore, the success of organizations, their competitiveness and progress depends increasingly on the quality of human resources, their creativity, people being "**the most valuable asset of an organization**", which reality is also stressed by the famous proverb "Man sanctifies the place ". Human resources are a human potential, to be understood, motivated or trained with a view to a more complete or deeper involvement of employees to achieve organizational objectives.

To be able to achieve their objectives, organizations, in general and companies, in particular, regardless of their size and nature, they have to deal with some challenges designed to require their ability to secure and maintain competitive success by anticipating context progresss.

## 2. HUMAN RESOURCE TYPOLOGIES

Human resources typologies are abstractions that may not be existing in workplace, but they help in understanding nature of human resources strategies. In HR literature we can find three models to differentiate between "ideal types" of personnel strategies.

First model is controled-based model and is focused in the way in which management attempts to monitor and control employee role performance.

Second model, the resource mased model is focused:

- in the nature of the employer – employee exchange;
- in the set of employee attitudes;
- in behaviours;
- in the quality of the manager – subordinate relationship.

## 3. HUMAN RESOURCES MANAGEMENT AT SONAE COMPANY

Sonae is one of the biggest private employers in Portugal, with about 40,000 staff. With each employee having had different training and careers paths, all of them are treated as individuals cases. This approach is immediately evident in the care taken by the company to select and integrate new staff, a process which seeks to match the personal and professional profiles each employee with the specific demands of the tasks to perform.

They genuinely believe that people are at the heart of their success, that their skills are intimately linked to results, that the human factor is the key factor. They are a people company that deal with people every day. Their final goal is always customer satisfaction.

The HR policy follows the strategy of the business, its demands, pace and ambitions. It contributes actively towards the company's mission of sustainably created value. Over the years that company has grown and generated opportunities, they have become a benchmark employer. The motto of the company is "We want our world to be part of your future", so:

- 40,000 employees
- 1.5 Million Training Hours per year
- Average age of 33 years
- More than 100 different job categories.

Their employees are working in:

- 91% retail;
- 3% shopping centres,
- 6% telecommunications.

### **3.1. TRAINING AND DEVELOPMENT**

They believe that people are at the heart of their success. The Sonae Retail School is an institution providing a wide ranging system of training for the sustainable development of Sonae employees, in the form of a number of schools and academies providing knowledge and skills across the different retail business or those directly linked to them.

It's mission is to build over the medium and long term skills and potentials of employees and to be a catalyst for change and the development of the business. The Sonae Retail School has more students than the biggest university in Portugal, but focuses on the career paths of each individual. It has own contents development staff and more than 3,900 internal trainers, but also seeks knowledge wherever it may be, for example in Business Schools, through Commercial Partnerships, in Colleges, from Customers and among Community.

The innovatory approach taken in relation to its methodology and organisation means that it is positioned at the cutting edge of knowledge, keeping pace with the speed of growth of the different business. The more than 1,5 million hours of training provided by the school makes clear the commitment that defines sonae's world and which broadens the opportunities in the future.

### **3.2. YOUNG TALENT PROGRAMMES**

At Sonae, managing talent begins right at the recruitment phase, in which they seek to identify candidates with great potential through the different integrated programs of young talent, designed to speed up the development of critical skills for their personal and professional growth.

They made a commitment to be closer to students since they enter university and to contribute in a significant way for their teams of tomorrow, they try to work together with the training entities by anticipating the training and development needs for the university's community before they enter the working market.

#### **3.3.3. CALL FOR SOLUTIONS**

Innovation is part of their DNA and it is present in the origin and development of all of their business. They believe that it can come from many places, especially from the Universities, where talent and knowledge are constantly boiling. Therefore, together with some of the best universities, they have developed the programme Call for Solutions.

Call for Solutions is a programme of innovation that invites the master's finalists to resolve in a creative way the challenges launched by their business and that serves as a basis for their master's dissertation.

With two annual editions – one in every academic semester, the internship shall have the duration of 4 to 5 months and includes a monthly scholarship to support the student's effort.

#### **3.3.4. CALL FOR SUMMER**

Call for Summer is an internship programme for the summer with a duration of 1 to 3 months (from July to September), in which the bachelor or master degree students are invited to participate in projects that their businesses have proposed.

It's mainly an ideal opportunity to come close to the labour market, as this is, many times, the first contact that they have with the business world. Start and build your

professional journey during the university – don't leave it for afterwards! "We want to contribute for your training and find your talent!"

### CONCLUSIONS

Human Resource management focuses on matching the needs of the business with the needs and development of employees. When the management of human resources is done in an efficient manner, this promotes business success. Human resources must be a strategic business partner in order to survive in business world. This knowledge is what make Sonae Group one of the most powerful companies in Portugal.

With this work, we can have a clearer idea of what actually represent human resources for business. We come to understand that their diversified use depends on the models that best suits the company's needs.

In conclusion we can say that Sonae is a company that recognizes the value of human resources and has an extensive knowledge to about the same, so make use of them in such a way efficient.

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