

## **THEORETICAL ASPECTS AND METHODS REGARDING THE HUMAN RESOURCES EVALUATION**

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**Abstract:** : The human resources evaluation can be generally defined as the process through which are making judgements of employees' value in order to reveal the essential elements for achieving the objectives and tasks and to exercise the powers conferred and responsibilities.

The implications of staff assessment should not only be reduced to the organization. Particularly important are the consequences of professional life evaluation of the components of the company, of the satisfaction at work and their development and prospects and, in general, of their implementation at all levels.

The evaluation, due to the scale and complexity of its implications, is experiencing a steady expansion in modern organizations. Moreover, in the opinion of specialists, the organization management major problem is to assess the staff, which is reflected in the establishment of new disciplines: docimology, doxology, ergology and others.

The general evaluation methods are applicable to any component of the organization, regardless of position held. The main methods of this type are: notation, the global assessment and the functional assessment.

Besides the general evaluation methods the modern enterprise uses, to a greater extent, the specific evaluation methods, usable only for certain categories of staff within organizations, especially managers and highly qualified specialists. Their use requires extensive training and resources, which explains the selective use, for certain holders of positions. Among the methods in this category the most frequently used are: the case, the self-tests and the assessment centers.

In our paper we have tried to resume the most important aspects and methods regarding the human resources evaluation.

**JEL classification: M21, G30**

**Key words: human resources, evaluation of human resources, methods of evaluation.**

### **1. INTRODUCTION**

Before attempting to define human resources and how to measure it there are required some clarification about how to approach the conceptualization and definition in various fields.

Human resources is generally defined as the set of individuals who make up the workforce of a company, business sector or an economy. "Human capital" is sometimes used as a synonym with human resources, although human capital refers to a more narrow view: the knowledge the individuals embody and can contribute to a company.

In governing human resources, the major trends are typically considered:

- the way of structuring individuals in groups influences the company's overall potential;
- trying to address the human resource broken of the specific task is an incomplete and never-ending process;
- always when we consider the potential of an individual, we must refer to the attributes assigned to it in accordance with the position they occupy
- human resources does not act in isolation, but operates in a specific organizational framework and a certain material base.

## **2. PERSONAL APPROACH REGARDING THE HUMAN RESOURCES**

The determination of the approach regarding the human resources requires some clarification:

- before being a technical system, the enterprise is a social one made up of people who establish different types of relationships within the joint;
- the enterprise viewed as a system is a set of technical factors, psychosocial, economic, incidental, that generated the socio-technical system of an enterprise;
- efficiency of the social system - technically is mainly determined by psychological and biological characteristics of the people who compose it, their natural and cultural possibilities to act within a framework of existing technical;
- this vision of system approach highlights the existence of a significant correlations between social and human characteristics of the enterprise and its economic performance;
- besides economic function, essential in an enterprise is its social function that is developing on human potential;
- human resources at the enterprise level implies the existence of an organizational structure and a wide range of strategic and tactical decisions through which are regulated the use of human resources in relation to specific conditions existing at job;
- a cornerstone in the foundation of the tactical and strategic decision is the knowledge of human potential, and could thus track the correlation between human resource potential and production process requirements and demands.

These arguments are useful to support evaluation of human resources at the enterprise level, requiring the evaluation also need to go beyond quantitative estimates, taking into account the qualitative human resources, which actually contributes to the differentiation potential of individual and work teams.

## **3. CRITERIA USED FOR HUMAN RESOURCES EVALUATION**

First branch faced when an individual must choose a profession or occupation is related to the possession of skills to practice that trade or profession.

Currently the issue of skills and especially the appearance of differential physical and mental qualities of man becomes more present as it emphasizes the labor division.

Individual potential arising from the combination of two types of variables: individual and situational.

In terms of economic practice, the evaluation criteria of individual human potential have to be differentiated into three levels:

- evaluation of individual human potential for management;
- evaluation of individual human potential from functional departments;
- evaluation of individual human potential execution of activities directly productive.

Every level criteria is customized in relation to the specific job. We propose the criteria to assess the human potential for an administrative function, as it follows:

**Table no. 1** Criteria to assess the human potential for an administrative function

No.	Criteria	Explanations
1.	theoretical and practical knowledge	the desire of self-improvement
2.	application of professional knowledge	exploitation of knowledge and experience
3.	professional efficacy	desire to seek problems and solve them with their efforts. finding and timely implementation of the optimal solution
4.	receptivity to professional demands	way to respond to requests. promptness and seriousness in problems solving
5.	leadership ability	coordination tasks, knowledge of opportunities and challenges subordinates; collaboration and control tasks
6.	team integration	sociability - enjoyable person, willing to collaborate, easily integrated into a collective, able to understand and to be understood
7.	training capacity	capability of transmitting knowledge and patience in explaining the problems of others, able to sense the understanding of the individual and to descend to his level when it instructs
8.	observance of labor discipline	compliance program of work, respect the chain of command relationships, respect the rules of labor protection

#### 4. CONCLUSIONS

We believe that the approach must be derived from the purpose of the evaluation and analysis of human potential. Evaluation of human potential can be used to:

- a. hiring employees for certain positions. An increasing stringency of employment tests surely would have positive effects on labor productivity;
- b. promotion of staff in certain positions;
- c. fixing wages in relation to human resource's training and competence;
- d. assess human availabilities of a company (whether they are sufficient to achieve the objectives).

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