

WORKING PAPER REGARDING THE HUMAN ORIENTED POST-MERGER STRATEGIES IN TERMS OF CSR

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Abstract:

The society evolved and with it also the human's professional needs. Employees want and need to be acknowledged for their valuable and extra contributions. Rewards and recognition are powerful tools for demonstrating appreciation and reinforcing those behaviors that lead to superior products, outstanding support, strong supplier relationships, and lifelong customers. Digitalized societies primary tool for providing spot rewards is new total rewards process, a resource for global compensation, benefits, variable pay, equity and rewards plus recognition program information as well as job architecture valuable information.

Regarding new tendencies, in order to grow profit or survive, more and more companies are merging, but, also in terms of successful post-merger integration the key to generating sustainable added value for companies stand for CSR. Every merger is unique and requires a customized solution, so the expected synergies can be generated and additional growth achieved is the CSR variable is also taken into consideration.

Also, the center of all, human resource, is without a doubt, the most important resource in every company. The efficient usage of human resources, the evaluation opportunities of the employees, the proper selection methods, special programs for personal training, are just a few examples for obtaining success of company's activities. The human resource management represents the main area to improve in order to have a competitive market position. Regarding this, the implementation and development of informatics systems is considered to be a must in the human resources department.

Keywords: corporate social responsibility, post-merger strategies, human capital, social responsibility guidelines, valuable opportunity for corporations.

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INTRODUCTION

In the context of the smoothing the capital flow movement at global level sizes we are witnessing at the transformation of dimensions, forms of organization and management of firms and corporations, and the shift towards a new dimension of development strategies and policies for conducting business, having as that central pillar the intellectual capital. Thus, in the circumstances of companies development from national to multinational, moral values and rules governing the economic game take birth under the aegis of competitive advantage, for the purpose of survival in a world market based on knowledge. From this perspective, social responsibility and ethical obligations of companies become more complex and dynamic than they have ever been before.

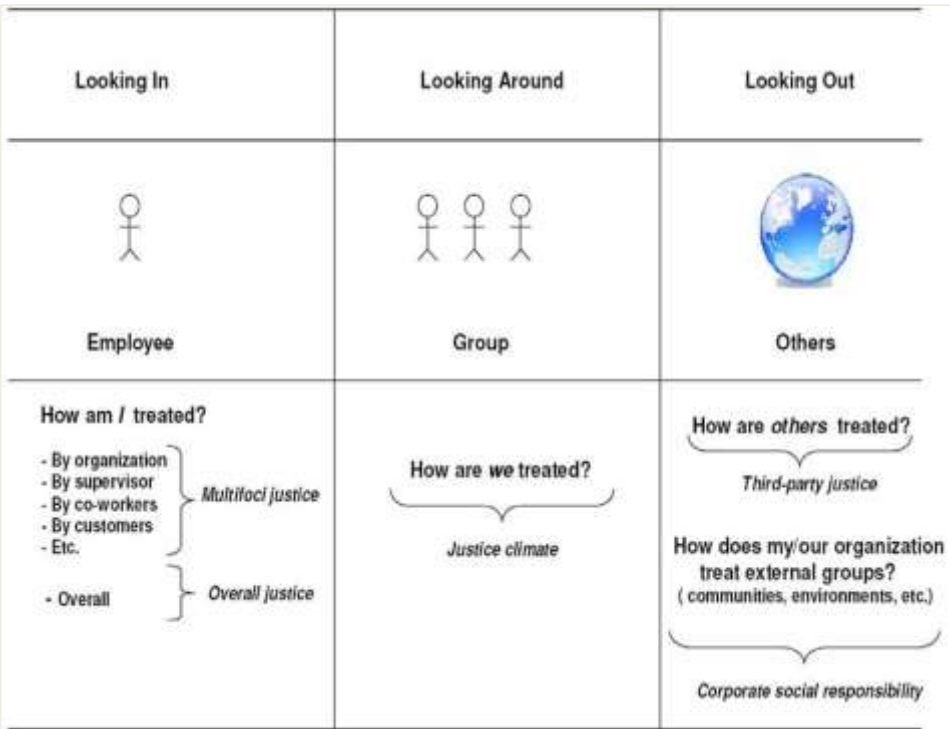
In a society under globalization, in which information is global, the employment policies must become global itself, and that is the reason why, the work in a team is the most important part of training.

The globalization compels the organizations to redefine the employees' skills and competence, their specific work tasks and the marketing approaches. A progressive tendency is represented by the reduction of the products' prices, of the services offered by manpower which is also cheap. The experts believe in the rivalry between the human capital in the developing countries and that in the western ones, the first being visibly more accessible due to the low retribution.

1. THE NEW HR WITHIN THE GLOBALLY INTERTWINED ORGANIZATION

Marques argues that the new HR within the globally intertwined organization should have a focus on cross-functional HRD. Open communications between various departments and HR will reduce negative effects of internal politics and increase positive interconnectedness throughout the organization. A cross-functional unit will deepen the effectiveness of the organization's most valuable resources, increase the organization's success in implementing responsible HRD, and enhance the company's chances to excel in its industry. HR as a cross-functional unit in an organization does not necessarily require a tremendous physical reorganization. "As anyone who has been part of an organizational change effort, the business organizations that will implement this operational model first will likely run into detractors and roadblocks. Yet those who implement such an adventurous undertaking will obtain a competitive as well as a comparative advantage. By ensuring the most important assets of any organization, that of an optimal level of recognition, trust, need response, and attunement between skills, desires, and organizational requirements, these organizations will have discovered the key to lasting and increasing excellence" [1].

As recognition is being known worldwide as the greatest motivator and one of the greatest strengths of any organization are the people who work there, the necessity of implementing the new total rewards process becomes acute.



Source: Deborah E. Rupp, **An employee-centered model of organizational justice and social responsibility**, Organizational Psychology Review, 2011 SAGE Publications and the European Association for Work and Organizational Psychology, 2011 1: 72, pag. 77 [2]

Long-service employees provide the knowledge, experience, and attitudes that are responsible for much of digitalized societies success. In recognition of this, new total rewards are presented to eligible employees in celebration of their career milestones and to acknowledge their contribution to the company [].

The society evolved and with it also the human’s professional needs. Employees want and need to be acknowledged for their valuable and extra contributions. Rewards and recognition are powerful tools for demonstrating appreciation and reinforcing those behaviors that lead to superior products, outstanding support, strong supplier relationships, and lifelong customers. Digitalized societies primary tool for providing spot rewards is new total rewards process, a resource for global compensation, benefits, variable pay, equity and rewards plus recognition program information as well as job architecture valuable information.

Essentially, the human oriented post-merger strategies in terms of CSR focuses on the sizing of human capital in terms of strategic and operational needs of the national economy and ensuring efficient use of these resources. Developing such strategies will

build strategies for economic development through the establishment of future requirements for capital, by identifying top ways to use of this capital, where available human capital will support the implementation of plans for economic development. However, it should be maintained the aspect that there are certain restrictive barriers in the use of human capital, being offered for instance, according to literature specialists: the deficit of qualified personnel, difficulties in recruiting labor, low labor productivity, insufficient flexibility and adaptability or the climate that discourage human operator's cooperation and commitment.

Employees, therefore, look in, around, and out, in order to comprehend their working experiences, and depend on these judgments to navigate the organizational milieu. A full understanding of justice phenomena requires consideration of individual differences; contextual influences; affective, cognitive, and social processes; as well as a person-centric orientation that allows for both time and memory to influence the social construction of worker phenomena.

2. HUMAN ORIENTED POST-MERGER STRATEGIES IN TERMS OF CSR

By introducing the new total reward process the truly effective recognition will be no longer a program or a policy mandated by HR, it will become a way of organizational life that touches all corners of the organization most every day of the working week.

We are referring, primarily, to reformat the characteristics of training modules, which involve organizational integration of new employees and improvement of existing employees, being also a form of non-financial motivation of the staff, being as part of the variable components Electronic Learning, is proving to be often a valuable opportunity for corporations in maintaining a high rate of profit. A key factor of prosperity of a company is satisfaction of employees. Since the activities of a company have a high degree of sameness, a number of increasingly large employers are trying to provide opportunities for professional development, thereby contributing to increased satisfaction of employees, gives them the opportunity to professional grow, opening new prospects and eliminating tension of new responsibilities.

Thus, the analysis of stochastic variables that reflect the migration of human capital shows that at macro social level, human capital is estimated by aggregating the individual stocks of human capital. Aggregate human capital at national level has been used in particular to characterize the development of a country or to explain its growth.

So, a proper management of human capital allows not only the decrease of management personnel cost, but also the increase of individual profitability. The central pillar should be the positioning of the employee in the company strategy and the integration of all functions into traditional human resources management.

The organizations must ensure a favorable environment to the professional progress, to the job ascension, as well as a support for progress in the careers of those employees who have managed to make themselves respected by their colleagues through their hard work and worldwide recognized results. The beneficiaries of the information, research and development results are firstly the members of the entities, who increase, thus, their chances of professional success, then the organizations that take advantage of the exploitation of a specialized human capital (from their own financial sources or other legal ways) and, last but not least, the state/nation by rising the living standard of a well-prepared population.

In October 2011 the European Commission published a new policy on corporate social responsibility, the new policy puts forward an action agenda for the period 2011-2014 covering 8 areas [3]:

- ◆ Enhancing the visibility of CSR and disseminating good practices: this includes the creation of a European award, and the establishment of sector-based platforms for enterprises and stakeholders to make commitments and jointly monitor progress.

- ◆ Improving and tracking levels of trust in business: the Commission will launch a public debate on the role and potential of enterprises, and organise surveys on citizen trust in business.

- ◆ Improving self- and co-regulation processes: the Commission proposes to develop a short protocol to guide the development of future self- and co-regulation initiatives.

- ◆ Enhancing market reward for CSR: this means leveraging EU policies in the fields of consumption, investment and public procurement in order to promote market reward for responsible business conduct.

- ◆ Improving company disclosure of social and environmental information: the new policy confirms the Commission's intention to bring forward a new legislative proposal on this issue.

- ◆ Further integrating CSR into education, training and research: the Commission will provide further support for education and training in the field of CSR, and explore opportunities for funding more research.

- ◆ Emphasising the importance of national and sub-national CSR policies: the Commission invites EU Member States to present or update their own plans for the promotion of CSR by mid 2012.

- ◆ Better aligning European and global approaches to CSR.

Therefore, knowledge, information and communication are new factors of development, while the industrial speed of changes is determined by a global factor, also called the technical and scientific revolution. Now, knowledge is the most important strategic resource of material wealth and social development, and the computer is the technical symbol of change.

The long-lasting character of the educational process during a life time represents the longevity key in an organization and the core element of the educational institutions. Holders of a serious self-educational skill will "orientate" the organizations' way in future. Statistics in this field confirm the doubling of the human knowledge volume, at every five years, and by the year 2020, at every 73 days. The huge amounts of information, stored on various data supports (traditional, magnetic, and optic) will certainly overwhelm those persons implied in learning and documentary activities. The odd feeling of uselessness regarding the "waves" of successive electronic resources that may be accessed off-line or on-line has become omnipresent [4].

Also the modern technique makes the human effort easier and increases the effectiveness enlarged the area and the variety of demands by adding many aspects or many "unknown" in the man-demand relationship. In these circumstances, it is justified and normal the modern society concern for more rational use of energy human, and so the ergonomic research is gaining great importance in the role of design work conditions and effective recovery of human potential [5].

CONCLUSIONS

Taking into account the fundamental element that in the human transfer of information, the digital encoding became indispensable, prioritizing the risks in accordance with the parameters relating to their importance and the efficient allocation of necessary funds, reveals to be a priority axis in the optimizing of work processes, outlining in this way the levels of partial risk and levels of global risk for risk factors introduced into the automatic system as exogenous variables.

Thus, in the context of technological developments in modern society appears to be absolutely necessary to maintain the quality of life at an optimal level and to respect the integrity of human rights during their work activities. So, directives on safety and health are foreseen to be moving towards sizing research in the field of limiting accidents due to human errors [6].

Therefore, computerized management of risk factors introduced as exogenous variables in the analyzed system and at the same time their quantifying effectuated through digital encoding, allows the risk grading in accordance with the importance and frequency of maximum possible consequences on the human body, consolidating the control of known risks.

Hence, it is necessary to implement an integrated informational system for risk assessment, based on digital encoding, in order to enable real-time knowledge of human error production possibilities.

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