



Strategic human resources management under conditions of global competition

Igumnova Olga*, Pantea Larisa**

**PhD, associate professor, International Institute of Management IMI-Nova (Moldova)
email: igumnovv@pochta.ru*

***PhD, associate professor, International Institute of Management IMI-Nova (Moldova)
email: lora280403@gmail.com*

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Abstract:

The strategy of personnel policy should be subordinated to the general strategy of the organization, its strategic planning. Human resources management is determined by the goals and objectives of the organization. Its functions are associated with ensuring and maintaining the performance of staff. Investments in the personnel potential of the company became an indispensable condition for gaining and maintaining a stable position in the market and began to be taken into account in the personnel policy of the leading companies in the world. Today, the role of effective strategic management and, above all, personnel management, especially the process of planning of the development of human potential, its capabilities and perspectives. Enterprises that do not pay due attention to working with staff and do not direct personnel management towards business success are at risk of aggravation of survival problems.

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JEL Classification: M12, M16, M19

1. Introduction

In modern conditions of global competition and an unprecedented acceleration of modernization, organizations are under constant pressure from competitors, forcing them to continuously improve their products, expand the range of services provided and optimize production and management processes. Modern organizations are in a state of permanent change, the speed of which, in many respects depends on their success.

The key to mastering the art of organizational change, and, therefore, to ensuring the ongoing development of the organization lies in the efficient use of human resources, the emancipation of the creative energy of the organization's employees. However, in real life, there is still a significant gap between the potential of employees and the degree to which the organization uses it. There are a number of reasons for this discrepancy between policy statements by managers and organizational practice.

Personnel management should not be considered as a purely functional area of organization management, weakly connected with the main activity. Employees of the personnel management departments must clearly understand the organization's development strategy and be able to create a personnel management system that ensures the implementation of this strategy. Applied methods of personnel management should contribute to the implementation of tasks by the organization, not interfere with the development of employees, and enhance their contribution to the achievement of organizational goals.

The strategy of personnel policy should be subordinate to the general strategy of the organization, its strategic planning. Human resources management is determined by the goals and objectives of the organization. Its functions are associated with ensuring and maintaining the performance of staff. The experience of economically developed countries with established management traditions testifies to the most serious attention to personnel services. Human resources departments are units that carry out the functions of personnel planning, coordination, regulation and development. It is necessary to consider them as key subdivisions in ensuring the survival of organizations in a competitive environment.

2. Strategic personnel management as the main source of successful development of the enterprise

Strategy is a direction of enterprise development, which is formed in response to changes in the external environment, taking into account the characteristics of the internal environment of the organization.

Today, a combination of energy, knowledge, enterprise, diligence and staff performance is becoming an increasingly important strategic resource of a modern organization.

Investments in the personnel potential of the company became an unacceptable condition for gaining and maintaining a stable position in the market and began to be taken into account in the personnel policy of leading Moldovan companies. In an effort to increase the competence and role of personnel services, understanding their importance for the prosperity of the company, senior

management seeks to reinforce them with serious financial inflows, considers the costs for personnel regulation and HR training as capital investments, and not as expenditures.

However, the HR policy is not only based on staff training, but also depends on the available human resources and reserves, as well as on the state of business activity of employees; in addition, Moldovan enterprises have to make significant amendments due to severe financial constraints.

A personnel policy strategy should be specified in plans for the formation and development of personnel potential. It includes:

- staff utilization strategy;
- development of corporate identity, in particular, relations between employees;
- staff development, training and retraining;
- common principles and techniques of personnel regulation, especially the selection and release of personnel;
- forecast demand for personnel, its quality, quantity, qualifications, specialty, structure;
- forecast of staff proposals, its marketing, the possibility of leasing.

The delay in the development of new technologies at many enterprises that were previously successful is due to insufficient attention to planning staff requirements. If the reason for the existence of the organization is clearly defined, this means that its mission is also indicated. Long term goals can be formulated based on the mission of the company, which represents its identity, its image on the market. Employees should relate their actions to this image. The business principles and goals developed on the basis of the mission serve as criteria for the subsequent process of managerial decision-making. Therefore, the significance of the mission cannot be exaggerated.

Strategic personnel management is the key to future success, which cannot be achieved in any other way. But at the same time, its application requires an idea of what this strategy includes:

- 1) a survey of real customers. Focusing on clients to specify their goals, allows further clarifying the directions of creative processes in the enterprise and determining the level of required personnel qualification, the necessary specializations.
- 2) production work with personnel in the context of finding out ways to improve the efficiency of its use. Unclaimed, but at the same time, a rational tool in this case is personnel management audit;
- 3) clarification of motivations and interests of employees, their degree of satisfaction with work, salary, labor organization. Very useful information is provided by studies of the social characteristics of work collectives, as well as the structures of actual and desired leadership styles.

The results of these three sources of information should underlie a specific strategy for personnel management, since clarity is needed as to where and how the work with personnel should be intensified, how its role changes, and how it will be determined. The way personnel would like to integrate into the strategic management process must also be taken into account. This formulation of the enterprise's strategy in the field of personnel marketing includes the structure of specific core competencies. Types of core competencies can be found primarily in three main areas:

1. firstly, in tracking and transforming the culture of the enterprise (entrepreneurial culture),
2. secondly, in the development of adequate personnel development systems,
3. thirdly, in the orienting functions of the management apparatus.

As a result, the development of the project "strategic personnel management" will mean a shift in the core competence of the personnel department from the administration area to the field of work with direct management partners, to the area of strategic vision of personnel needs and its problems.

Many enterprises in Moldova are in an extremely difficult economic situation. National economy places high demands on working with staff. Staff There is a reduction in staff. The routine of operational work distracts from long-term planning, but this makes strategic thinking even more necessary. Strategic personnel management actively influences the success of an enterprise through specification of its development strategy.

In conditions of accelerated innovation processes, dynamic development of the external and internal environment and especially increasing competition, Moldovan enterprises are less and less able to realize their production advantages, and classical success factors (such as technological processes, pricing system) often become just fictitious.

In this regard, the role of effective strategic management and, above all, personnel management, in particular, planning for the development of human resources, its capabilities and prospects, is growing.

Customer and innovation-oriented HR work provides a chance to take advantage of the still-hard-to-reach benefits of competition. Today, the human resources manager should set the following questions:

1. What is the contribution of HR management to the results of the enterprise?
2. How can I measure the contribution of the HR department to the enterprise?
3. How to ensure customer focus in personnel management?
4. How to orient staff to customer service?

5. How to introduce an entrepreneurial spirit in the activities of personnel services?

6. How to make personnel management an “equal” function along with other special functions?

Enterprises that do not pay due attention to working with staff and do not focus this work on business success are at risk of aggravation of survival problems.

Today, effective staff planning has begun to play a key role in the competition of enterprises. In connection with the accelerated scientific and technical progress, the displacement of the "living" labor force by machines and technologies, serious changes are occurring in the work with personnel. Management technology has been actively involved in the high-tech race. We are talking about the technology of the head, group management, decision making, behavior. At the same time, technology is understood as the use of technology, and technology is the skill and art of applying knowledge, including the power of the mind.

The HR manager cannot do without taking into account a set of interrelated factors. The factors of strategic personnel management include:

- uncertainty and risks;
- time;
- increasing fragmentation of markets;
- quality, design, service;
- reduction of the size of the enterprise;
- flexibility due to decentralization;
- reduction of hierarchical structures;
- the need for constant study.

In economically difficult times, enterprise management and employees have to act in a state of doubt and uncertainty, without guarantees of success. Dynamically changing conditions often reduce strategic time horizons to 2-3 years. Therefore, continuous learning becomes a central task. If there is no interaction between the organization's management and its employees or a self-learning system, this may lead to the loss of the survival ability of such an organization. The formula for success today is not "cost - profit", but "cost - profit - time." One of the main characteristics of the enterprise at present is not the quality and low cost of production, but how quickly and in time, it can develop due to the successful solution of emerging problems. The time factor is taken into account in such a way that in 80% of cases, preference should be given to quick rather than long-term decisions, although with 100% justification. Customer orientation is vital for the enterprise and it contributes to gradual market segmentation. There is a need to study the potential needs of customers and take into account their specifics. Quality, design, service are decisive success factors. The "production thinking" is a thing of the past. Factors such as profitability, reliability or safety cannot be

considered outside the interests of customers and their economically differentiated capabilities.

A steep pyramid with more than three levels of hierarchy becomes the property of the historical process of development of organizational structures. But reducing the number of hierarchical levels does not mean cutting staff. Personnel management is required to ensure the flexible use and development of human resources.

The need for constant personnel training is declared by many enterprises, but the activity of training is not offered enough time, and therefore, it has not yet become a factor in gaining competitive advantage in Moldova. Meanwhile, every organization has to face the challenge of innovation process, the impacts of technical and technological progress and it is necessary to learn to adapt to the continuous nature of change. Due to the need to mobilize employees' resources to achieve success and to ensure the survival of the organization, personnel management has objectively become the focus of attention of the leadership of many companies in Moldova. Within the framework of traditional approaches, it became impossible to solve the tasks of activating employees. It is necessary to consider strategic management in a context with the development, evaluation, selection and planning of personnel. Personnel management has ceased to be the administrative task of the personnel department, it has embraced the activities of all managers, it has been decentralized and the sphere of influence and application has expanded significantly. Human resources management itself has become a strategic factor in the development of the enterprise.

3. The mechanism of strategic personnel management

The company's development strategy is the starting point for building a strategic personnel planning system. Further, the basic key requirements for personnel are described - skills, abilities, competencies, etc. Based on the described requirements, the company carries out the selection of personnel that meets these requirements. The next step is to develop a compensation scheme for employees to retain them in this particular organization. After a certain period of time (six months, a year), the employee's work and qualities are evaluated in relation to the given requirements. The process of evaluating the results of labor of workers provides information about the need for professional development of workers. All of the above stages lead to an increase in the quality of personnel, as the basis of the organization's competitiveness, thus the human resources of the company reach a level that allows them to provide not only a quantitative result of their work (increase in sales, profits, etc.), but also a qualitative result - the creation of unique products, services, technologies and more.

When evaluating the personnel management strategy, the synergistic effect should be taken into account when the final result of the activity is higher than the simple sum of particular results.

4. Strategic personnel management in the context of the international activities of the organization

The international nature of firms' activities contributes to the strengthening of internal interaction, strengthens relationships between countries and regions, generating an accelerated transfer of knowledge and skills, and stimulates investment in alliances and other partnerships in order to face competition through cooperation. Technological changes significantly shorten the product life cycle in many industries and also stimulate the creation of organizations with increased sensitivity to market signals, with super flexibility and adaptability. Advances in information and communication technologies make a reality the creation of network organizations and facilitate the use of qualitative and quantitative control, as well as the transfer of knowledge in forms that were previously difficult to imagine. The weakening of hierarchical regulation becomes an incentive to increase competition, on the one hand, and changes in the managerial culture and personnel itself, on the other. Therefore, to maintain and develop competitiveness, new skills, knowledge and competencies, attitudes and standards are becoming demanded. In this context, the organization becomes a tool for strategic development.

The presence in the work collective of a corporate spirit fundamentally increases the efficiency of the strategic personnel management system. Corporate spirit is the main prerequisite for high responsibility and loyalty of all categories of personnel. In addition, it is one of the hallmarks of the organization's high corporate culture. However, to form and maintain such relations, the employer must make a lot of efforts. The necessary conditions for the successful solution of this problem are:

- focus on the most stable personnel, effective prevention of staff turnover;
- a decent level of remuneration and social support;
- creating conditions for the full disclosure of the labor potential of employees as a prerequisite for their successful professional career;
- ensuring a comfortable psychological climate at specific workplaces and in labor collectives of structural divisions;
- creating conditions for the development of employees not only as carriers of the "labor force" product, but also as individuals;
- formation of a corporate identity for personnel management and business communications based on the principles and traditions of high corporate culture;

- constant attention to young employees, a rational combination of their professional training and education in the spirit of company loyalty.

Donald W. Myers mentions that in organizations operating in foreign countries, human resource management actually takes on additional tasks and obligations. Multinational companies that have made investments or have subsidiaries in several countries are required to carry out their staffing activities in different cultures and heterogeneous conditions. Strategic personnel management at the international level is a process of ensuring and developing human resources in the context of international or multinational organizations operating around the world.

International human resources management can be best defined by taking into account the following characteristics:

- 1) Cosmopolitanism - the tendency of people to cross national borders and cultural traditions, expressed in the increased willingness of workers to move in the interests of service from one country to another, which is especially typical for workers in organizations in developed countries.
- 2) Significant cultural differences - the presence of traditions and social values in the field of labor relations, the specifics of employment in the field of labor, etc.
- 3) Consulting - the need to attract experts to meet local needs, the need to use the services of consulting firms; the need for translation services into other languages of labor contracts and other documents related to personnel management.
- 4) Adaptation of the remuneration system corresponding to the tax system and the level of prices in the country where the branch is located.
- 5) Competence - the development of a variety of political, cultural and organizational competencies for employees who will work in branches abroad. Preliminary training for employees to travel abroad (vocational training, medical care etc.).
- 7) A more active participation in the personal life of employees who are going to work abroad, because the human resources department solves problems related to accommodation, medical care, training and management, etc.
- 8) Exposure to risk - the premature return or repatriation of employees who worked on the basis of an international agreement is a problem that entails high costs for international companies, since leaving an employee from the country of subsidiary's location can lead to the loss of valuable relations with clients, business partners or authorities .
- 9) Some external influences are factors that indirectly affect the management of human resources: type of government, economic status

of the country, socio-demographic trends in the country where the branch is located, etc.

5. Conclusions.

Strategic personnel management involves managing the personal goals of each of the employees who will contribute to the strategic development of the enterprise. Accordingly, it seems important to determine the motivational factors of employees that increase productivity, the level of their professional potential, the direction of their development, the interest in the future of the company in which they work.

A prerequisite for the successful creation and implementation of innovative projects that will strengthen the company's position in the market is the corporate spirit of the organization, communication between senior managers and their subordinates.

The personal goals of each employee must be consistent with the goals of the enterprise. The goals of the enterprise should be as transparent and known as possible.

A special role in creating competitive advantages is played by the strategic development of personnel. Investments in increasing the professional level of employees pay off in the long term and create a unique set of competencies that will be applied in the practical activities of the enterprise and will allow the organization to take a leading position in the market.

The personnel management strategy includes assessing the potential of available human resources, the effectiveness of training programs, the profitability of development and training programs for staff, stimulating and retaining employees by developing optimal motivation schemes.

Specialized literature indicates the need for changes in personnel management practices as a response adaptation to a changing external environment, in order to strengthen the organization's competitiveness.

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