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CONCEPTUAL ASPECTS OF GLOBAL HUMAN RESOURCE MANAGEMENT

Historically, society has varied a conceptual attitude to the person and management which allows certain historical periodization [7; 10; 15; 16]. Until the XIX century management approaches were based on the notions as for building the world, and social and economic relations shaped by the writings of theologians, rulers of countries, mercantilists, physiocrats. The modern history of human resource management in the economic field began in England in the early 1800s during the era of masters and students and further developed during the Industrial Revolution. Over time, the change of attitude towards the management of the person and his/her development took place. It was caused by the nature of scientific and technical progress deployment, increase of the human population, destruction of the traditional class structure of the society and the formation of the scientific approach to the management of people in the production process.

In the early XX century, based on the conceptualization of the factors of production (the works by A. Marshall, K. Menger, J.-B Say, J. Schumpeter), the scientific approach to management started to form (M. Weber, H. Gantt, H. Emerson, F. Taylor, M. Tugan-

Baranovsky, H. Fayol, H. Ford) and the concept of "Scientific Management" was developed. An individual was seen as a means of achieving production results. This approach was characterized by little attention to the personality development, a limited legislative impact on employers, the emergence of management theories.

In 1920-1940s the concept of "Personnel Management and Labour Resources" arose. In the framework of material incentives in production (L. Gilbreth, E. Mayo, S. Strumilin, L. Urwick, M.-P. Follett) an individual was defined as a carrier of labour functions and a living appendage of the machine. This involved accounting for the basic necessities of life and development, the formation of labour laws and Trade Union movement, initiation and promotion of research in the field of labour and employment by states.

In 1950-70s the concept of "Personnel Management" was formed which led to the emergence of organization and administrative approach to human relations and development (G. Becker, F. Herzberg, D. McGregor, A. Maslow, and T. Schultz). An individual became a personality and the subject of social and labour relations. It assumed the increase of the individual's role in production, the application of the simplified measures of general and professional development, optimization of labour legislation, increased competition, formation of specialized sciences to study the individual, significant role of the trade unions.

In 1980-90s the concept of "Human Resource Management" was singled out. The organizational and social approach to human capital formation was developed (M. Armstrong, D. Guest, P. Drucker, M. Desai, M. Nussbaum, W. Ouchi, A. Saint-Simon, M. Hack). The individual was determined as the main resource of production, while human life and well – being as the highest value of social development. This has required the active introduction of advanced measures of general and professional development, attention to human development, a strategic approach to management, global powerful state and corporate impact on human rights.

At the end of the XX century the concept "Management of a Social Personality" appears. It formed the humanistic idea of social personality management in the context of globalization (B. Genkin, H. Graham, A. Grishnova, A. Ivo, V. Kapoor, P. Sparrow, C. Truss, A. Haslinda, etc.). The individual appears the main subject of

management and is not considered as a resource of production. The desires and abilities of the person, the interests of this person, organization, society are taken into account. The self-management of personal development is accentuated. Human activity is carried out in the conditions of globality and freedom of movement.

In the XXI century, human resource management experiences the transformational changes in connection with changes in the nature of social relations. The combination of the traditional provisions of the management and innovative approaches determines the gradual transition of the value orientation of organizations and public institutions to new forms of management culture [19]. It should be noted that the human resources in modern conditions of the global world development begin to identify properties formed by a society. They moved away from patriarchal, biblical, and classical foundations of relations, acquiring transformed social and economic properties. For example, in the framework of the neoclassical economic theory from the works of J. Ingram, V. Pareto, E. Spranger, J. Mill the concept of “Homo Economicus” was formed. It examines the behavior of the person acting in his/her own interests, rationally, maximumally directed to their own good, responds to the constraints of the living environment, has stable preferences, manages information, creates a threat to society [5]. The evolution of the economy led to the formation of the role concept “Homo sociologicus” (“social man”) by G. Dahrendorf. It takes into account the limits of rational behavior, the complexity of the decision-making process, future expectations, and rushes to be praised by others, to power and career. The concept “Homo reciprocans” (“mutual person”) determines that a person wants to improve his/her living environment, primarily through collaboration. In the literature there are other definitions of the individual in society: Homo faber (“man is the Creator”), Homo universalis (“man is universal”), Homo historicalis (“man is historical”), Homo sacer (“man is rightless”), Homo scientia (“man is learned”), Homo politicus (“man is political”), Homo religious (“man is religious”), Homo novus (“man is new”), Homo ludens (“man is player”), Homo parasitus (“man is parasitic”) Homo Intelligens (“man is intelligent”), Homo creativus (“man is creative”), Homo intellektus (“man is smart”), etc. In the continuation of reflection of high human qualities in the

manifestation of social existence, the desire can be noted of the mankind to find the full description of the role and importance of the individual in the Universe and to structure the future social development that gives rise the thought about the feasibility of the emergence of “Homo idealis” (“Homo commenticius”, “idealicus Homo”, “Homo specimen”, “Fiat Homo”) – “man is perfect”. He or she embodies all possible wishes of quality at all stages of the life cycle (healthy, beautiful, smart, educated, independent, productive, rich, non-criminal, and so on, that is publicly sinless). In our opinion, this wish is false and incompatible with the realities of human nature as a result of the influence on any person of the burden of his or her ancestors in the genetic and public dimension, the possibility of creativity and freedom of expression, human variability, and heterogeneity of the conditions of human activity which leads to the complication of the of the behavior standartization. Positioning of any person in this role is a fraud.

Accordingly, the management of people as resource compared to other resources in the modern high technology world appears to be a very complex matter. Therefore, the management of human resources requires a conceptualization and application of special approaches and methods of managerial influence.

All these circumstances determine the necessity of definition of human resource management characteristics compared to others – natural, financial, energy, material and immaterial. In our opinion, the features of human resource management are the following:

- functioning in a naturally confined environment of livelihoods;
- intelligence;
- freedom of choosing places and spheres of livelihoods;
- unidirectional life cycle;
- limited self-sufficiency;
- limited hours of labour exploitation;
- self-recovery;
- reproductive function;
- inadequate management of the impact and result;
- the multivariate effects of managerial influence;
- individual interests;
- the complexity of quality;
- the instability of quality;

- individual distribution of quality;
- possibility of individual communications and knowledge transfer;
- mismatch between the external shape and the internal content and so on [17].

The analyzed features of human resource management determine the complexity of managing this type of resources and establish the necessity for a civilized and humane managed impact on their development, not only in some local areas, but also within the whole society. Considering the characteristics of human resource management compared with other resources gives the opportunity to design the original points of management decisions at all management levels. But it should be noted that the administrative aspects of the impact can be applied to available human resources in the constrained conditions of human livelihoods.

Social and economic changes that are taking place in Ukraine significantly affected the system of the society's labor potential. Because of the features of its functioning, this sphere was the least adapted to changes in the economic life of the society. Economic and social development of the country is determined by many factors - geographical location, climatic conditions, mineral resources, fertile soil, availability of transport routes and more. This statement can be confirmed by numerous examples of such highly developed countries as the USA, the UK, Canada, Germany and others. One of the richest countries in the world is Switzerland. The country is located in the heart of Western Europe, it has a favorable geographical position, but it is poor in minerals. There is a high level of economic development of Japan, although it is poorer than Switzerland as for the ground and the subsoil. The main feature of these countries are highly developed labor potential of society, effective management of this potential, maximization of its use. This is the basis of their high development [3].

In accordance with the developments of Western scientists in foreign scientific literature four approaches to the characterization of labor relations of human resources are identified [2].

The first approach is the Neoclassical Economics School. It focuses on self-interested entities in a competitive market, who direct their efforts at providing competitiveness and maximum efficiency,

and the interests of employees must be protected and controlled by third-party forces (state, trade unions, public organizations).

The second approach is the Human Resource Management School which is regarded as a school of personnel management. In this approach, the main attention is directed to the interpersonal relationships of the employees of business entities. It emphasizes that labour problems arise from poor quality control and coercion on people, and the role of third party institutions is not considered as positive.

The third approach is the Industrial Relations School which notes that the main problems of social and economic development are generated from an unfair (unequal, inadequate, demotivating) contracts between employers and employees, and the main efforts should be directed at motivational items with respect to compensation and protection of the rights of hired employees.

The fourth approach is the Critical Industrial Relations School which represents the views of the Marxist industrial relations, political economy and the traditional approach. The difference lies in the dominance of ideology, class approach to managing and shaping social institutions to protect the interests of society.

Some foreign scholars do not see the difference between the origins of the terms “human resource management” and “personnel management”. They argued that these terms do not have any substantial difference since their functions are similar: support, organization and motivation of human resources necessary for organizations. At the same time the scholars determined that these terms should be interpreted in a variety of ways, but the most acceptable is “human resource management” [10].

According to F. Foulkes and S. Jacobi, the complete human resource management has occurred in capitalist countries, with the practice of U.S. employment that developed in the 1930s. According to this practice, workers received benefits thanks to unions and collective agreements (agreements on employment were achieved by providing long-term employment and other corporate benefits) [4; 12]. This development was supported by President Roosevelt’s “New program” and led to “welfare capitalism” that provided health insurance and pensions for employees. In the competition between the capitalist countries and the confrontation of

the socialist model of the Soviet Union in the 1980s, it was necessary for the US economy to continue improving the welfare of workers to ensure the productivity. That is why the government had to transfer relations on employment from industrial relations to human.

In accordance with Kaufman's point of view [13] as a result of pluralist industrial relations, two approaches to the human resource management were formed to American relations on employment. They are "Hard" ("hard", "rigid", "mechanical", "resource dimension", "anti-trade union", "associated") and "Soft" ("soft", "humanistic", "intelligent", "humane", "welfare capitalism", "free"). So, "Hard" human resource management focuses on the consent of employees, quantity of products, management, orientation to tasks and development of the organization, and "Soft" human resource management is based on flexibility, negotiation, quality, recognition of the external environment and rights in the employment relationship. The latter is more strategic and long-term [1].

Another way of understanding "Hard" and "Soft" management is viewing the debate between the approaches of human resource management and human relations. So, D. Guest differentiates human resource management and human relations in the sphere of the psychological contract, the location of the control, employee relations, organization principles and policy goals of the organization [8]. At that, he refers human resource management to the "Soft" approach, and the human relationship to the "Hard" approach.

Human resource management is also considered as the style regarding the "Hard" and "Soft" approaches to the employment relationship. The "Hard" style focuses on minimizing the costs and on the resource-directed point of view to work. The "Soft" style provides the integration of a personality and such values as trust and agreement. K. Legge calls the "Hard" style "utilitarian instrumentalism" and the "Soft" style – "evolutionary humanism" [14].

C. Truss, L. Gratton, V. Hope-Hailey, P. McGovern, P. Stiles noted the compliance of these approaches with human resource management theories of motivation by F. Herzberg. The theory of "X" is associated with the "Hard" approach to human resource management and theory "Y" – with the "Soft" attitude [18].

The dichotomy of the “Hard” and “Soft” management approaches originated in the US, but was discussed in British scientific literature owing to the development of a normative model of human resource management by D. Guest in the middle of 1980s [9]. From the point of view of the “hard” approach, human resources is a factor of production and are passive; this approach is similar to the management when people are reduced only to passive objects which are evaluated depending on whether they are skilled as the organization requires; it is an emphasis on quantitative design and business strategic aspects of managing, in some way, control of human resources [6]. The “soft” approach focuses on “human” and is associated with the school of human relations; employees are perceived as valuable assets and sources of competitive advantage due to their commitment, adaptability, high quality skills and productivity; staff are active, not passive, they are capable of development, worthy of trust and cooperation which is achieved through participation; due to the soft approach to management the commitment and performance of employees increases [6].

At that time A. Ivo distinguishes four models of human resource management and clarifies the differences between them [11]. The first is the “Harvard model” (M. Beer, B. Spector, P. Lawrence, Q. Mills, R. Walton – 1984) which is based on commitment, competence and cost savings, and is used at “soft” human resource management. Harvard approach, based on the human relations school, emphasizes the importance of communication, collaboration and use of individual abilities. The second is the “Michigan model” (C. Fombrun, N. Tichy, M. Devanna – 1984) and focuses on “hard” human resource management (people should be managed just like other resources). The Michigan school is a more strategic approach which supports the position of a manager. The third model is “Comparative model by Guest” (D. Guest – 1997). It was used as a comparison of human relations and human resource management that indicates the difference between human relations and human resource management (the last aimed at improving the education, training, selection, motivation of staff, which gives better results). The fourth model is “Model of choice” (F. Analoui – 2002). It offers an integrated effective approach to human resource management. It is a holistic (integrated) model of human resource management,

according to which three sources form the policy of management: organizational, individual and external sources. But at this approach, it is necessary to consider the existing gaps between the shaped centre (in developed countries), which is inherent in the above approaches, and the periphery (all other countries), where human resource management has archaic forms of civilization development – slavery, serfdom, feudal relations, totalitarianism and so on.

The author's analysis of conceptual aspects of global human resource management shows the lack of unified mechanisms and forms. Thus, we state that at the beginning of the XXI century at all management level, the contours of the management influence methodology on human resources are formed [17]. This gives the possibility of determining only the main backbone constituent elements. Due to the complexity of the process of people management as a resource, management mechanisms are formalized only in the framework of different social and economic systems. Their formalization appears extremely difficult due to uncertainty about quantitative and qualitative changes in the global environment of human activity and financial turbulence. Therefore, the priority becomes the problem of providing targeted safe dynamics of mankind development which can be achieved through a civilized and humane management of effects on certain thoroughly scientific basis.

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