

The economic basis for the training of specialists in the field of personnel management: prospects for the future

DOI: <https://doi.org/10.57125/FEL.2022.03.25.04>

How to cite: Dooranov, A., Orozonova, A., Alamanova, C. (2022). The economic basis for the training of specialists in the field of personnel management: prospects for the future. *Futurity Economics&Law*, 2(1). <https://doi.org/10.57125/FEL.2022.03.25.04>

Almazbek Dooranov

Ph.D. in Economics, Ass. Professor, Department of MBA Programs, Kyrgyz national university named after Jusup Balasagyn, Bishkek, Kyrgyzstan, ORCID: 0000-0002-2198-4956

Azyk Orozonova

Ph.D. in Economics, Professor Kyrgyz-European Faculty, Kyrgyz National University named after Jusup Balasagyn, Bishkek, Kyrgyzstan, ORCID: 0000-0001-6877-7674

Chinara Alamanova

Ph.D. in Economics, Professor
Kyrgyz-European Faculty, Kyrgyz National University named after Jusup Balasagyn, Bishkek, Kyrgyzstan, ORCID: 0000-0001-7371-7422

Received: December 31, 2022 | **Accepted:** February 20, 2022 | **Published:** March 25, 2022

Abstract: The most expensive capital at all times has been and remains intellectual capital, which in today's economy allows you to adapt quickly to the fast-paced conditions of the external environment and find opportunities to develop even during economic downturns and crises. The basis for the formation of intellectual capital is the personnel, management of which in modern economic conditions to a new level, as on the correctly built system of personnel management depends on the performance of many companies. At the same time, training of specialists in the field of personnel management should take into account the real needs of the market in order to ensure that most graduates at employment possess a basic set of competencies necessary for successful work in this area. Consequently, for effective training in the field of human resource management, the requirements of the market and potential employers should be taken into account. The market requirements in this case are the maximum orientation of specialists to solve the problems in the field of personnel management, from recruiting to building a team management strategy of a large enterprise. Consequently, the basic economic basis for the training of specialists in human resource management is the need to solve a wide range of tasks and the ability to adapt to working conditions in companies of different levels and different orientations. And in recent years there is an additional extremely important competence - the ability to self-organize and work remotely, because during the COVID-19 pandemic and now under

martial law in Ukraine, many specialists had to work remotely and form new approaches to personnel management in the online format. Therefore, the ability to combine professional qualities and effective self-organization is at the core of an effective training specialist's work.

Keywords: personnel, personnel management, competencies, recruiting, training of specialists, personnel management specialists.

Introduction

The training of personnel management specialists in modern conditions is subject to general trends toward the unification of specialists, who should be able to solve various tasks and focus on solving the most urgent tasks for companies. At the same time, such specialists largely shape the company's ability to develop, and the efficiency of personnel management often determines the efficiency of the company as a whole.

Research Problem

The problem of the study is to determine the economic basis of training specialists.

Research Focus

Of course, it is clear that the importance of HR specialists for the company is difficult to overestimate, but the real requirements for specialists in this field are constantly changing and the main focus of the problem is focused on the economic ground and the reasons for changing requirements for specialists.

Research Aim and Research Questions

Based on the significant relevance of the problem under consideration, the purpose of the article is to formulate the features and economic prerequisites for training specialists in human resource management, as well as to determine the features of training such specialists in an uncertain external environment and the orientation of many companies to work remotely.

Research Methodology

General Background

The profession of a personnel management specialist has undergone a long period of transformation from a simple HR specialist to one of the most important specialists in a company, responsible for the formation, development, and renewal of the company's personnel staff for the formation of the personnel management strategy and its implementation in the company. In general, modern HR specialists are also at the stage of development and evolution, as a result of which one of the most important tasks of an HR specialist today is the professional positioning of himself and each specialist in the organization, namely a clear understanding of the role he plays in relation to the company management and personnel. At the same time, it should be taken into account that there is only one customer - the company owner or top manager. The HR specialist acts as an expert, a tool, an assistant in the work with human resources. His task is to advise how to implement the company's objectives through human resource management. An HR specialist must understand very clearly the difference between working for personnel and working for business goals, and optimally find ways to combine these areas and form common goals. A specialist in HR management is first and foremost a manager, not just a human resource specialist, so his arguments should also be formulated in accordance with the requirements of the business environment and take into account the main ideas of the company's development.

When a specialist is hired, the employer needs to define the authority and the limits of competence, to designate the field of activity, to determine the conceptual goals. When the employer does not know how exactly a specialist in human resource management will do, it is his own position that

predetermines the size of the field of activity, responsibility, and the very content of the work. Changing the boundaries, defining the authority, or, on the contrary, narrowing the tasks in the process of work, will already be much more difficult than outlining them at the start of work in the company, so professional training should include the ability of specialists to immediately define their authority. A professionally correctly positioned HR specialist can have a significant impact on the company's bottom line.

Consequently, the success in the workplace and the development potential of the entire workforce largely depends on the proper training of HR professionals during the education phase and on shaping their ability to self-develop within the company.

Sample / Participants / Group

The participants of the study are not only specialists in human resource management, but also educators who train such specialists, managers of hiring companies, as well as directly the personnel being managed.

Data Analysis

During the study, special attention should be paid to materials regarding the formation and development of personnel in companies, as well as professional requirements for specialists in human resource management, in addition, trends in the global economy, which may affect the process of training specialists in human resource management.

Literature review

The issues of training and practical activity of personnel management specialists in the literature are covered widely enough, various problem aspects and prospects of development of this issue are considered, at that the majority of scientific researches on this topic today become more complex and do not consider a personnel management specialist as focused only on the company personnel, but position him as one of the most important and key specialists in the managerial staff of an enterprise.

In general, the most relevant and comprehensive scientific works on the topic under consideration can be grouped according to the main issues, which are considered in them, namely:

The positioning of a specialist in the company and the formation of their own career goals is prescribed in the works of scientists: Michaéla C. Schippers, Dominique Morisano, Edwin A. Locke, Ad W.A. Scheepers, Gary P. Latham, Elisabeth M. de Jong, (2020), Günter K. Stahl, Chris J. Brewster, David G. Collings, Aida Hajro, (2020), James W. Westerman, Madasu Bhaskara Rao, Sita Vanka, Manish Gupta, (2020) and Mohammad F. Ahammad, Keith W. Glaister, Emanuel Gomes (2020);

Identifying approaches to building the right and long-lasting motivation for staff in an unstable external environment: Dale H. Schunk, Maria K. DiBenedetto, (2020), Miguel Pina e Cunha, Emanuel Gomes, Kamel Mellahi, Anne S. Miner, Arménio Rego (2020), Paula Apascaritei, Marta M. Elvira (2022) and Sandra Graham, (2020);

Characteristics of staff development in a pandemic environment and the transition to performing their tasks remotely: Ambika Selvaraj, Vishnu Radhin, Nithin KA, Noel Benson, Arun Jo Mathew, (2021) and Sherry E. Sullivan, Akram Al Ariss, (2021);

Defining the role and purpose of education in the formation of human resources professionals and directly develop a company's workforce: Carlos Felipe Rodríguez-Hernández, Eduardo Cascallar, Eva Kyndt, (2020), Ji Liu, Gita Steiner-Khamsi, (2020), Juan Garzón, Kinshuk, Silvia Baldiris, Jaime Gutiérrez, Juan Pavón, (2020), Petro Strelan, Amanda Osborn, Edward Palmer, (2020) and Ricardo Sabate, Emma Carter, Jonathan M. B. Stern, (2021);

approaches to HR strategy formation and its role in the strategic development of a company by Ina Aust, Brian Matthews, Michael Muller-Camen, (2020), Mohammad F. Ahammad, Keith W. Glaister, Emanuel Gomes (2020) and Shweta Mishra, (2020).

With a significant number of scientific publications on the subject, there remains a wide range of controversial issues that need to be addressed, in particular, they relate to the economic basis and features of training human resource professionals and their further professional and career development.

Research Results

Training of personnel management specialists should be based on an understanding of the requirements set by managers of enterprises to specialists of this level and the current demands of the labor market, on the set of competencies that should be formed by specialists after graduation. Therefore, it is necessary to understand the peculiarities of the HR service and what functions it performs in the company. The HR service can be subordinate to the general management of the organization as a staff department, for example to the technical director of this enterprise, or it can be subordinate to the top management directly. The main purpose of the personnel service is to ensure the organization of human resources management, their effective performance, professional and social development. This requires solving many tasks related to an employee's personality: training, labor evaluation, career planning, understanding of oneself in the company environment, social protection, etc. The conceptual framework is implemented by the personnel service in the following areas of work with personnel:

- ✚ analysis and regulation of group and personal relationships, management relations;
- ✚ analysis of personnel potential and needs of employees;
- ✚ study of the labor market and personnel marketing;
- ✚ career planning and management;
- ✚ professional and social-psychological adaptation of employees;
- ✚ management of labor motivation;
- ✚ management of production and social conflicts;
- ✚ information support of the personnel management system;
- ✚ employment management;
- ✚ assessment and selection of candidates for vacant positions;
- ✚ development of systems of incentives for professional activity;
- ✚ regulation of legal aspects of labor relations.

Based on such a wide list of functions that are assigned to the personnel service, a specialist in personnel management should have established competencies in psychological support and development of personnel, their legal protection, and directly organize the work and development of the company's personnel. In addition, it should be taken into account that the functions of personnel services are not formed and changed arbitrarily but in accordance with the needs and goals of the organization. Depends on the content, quantity, and labor intensity of human resource management functions depends on the organizational structure of HR services, their number, and the requirements to employees. Personnel planning, forecasting, and marketing subsystem functions consist in defining the strategy and main directions of personnel policy together with organization management; personnel planning, systematic analysis of personnel potential; staffing the organization with highly qualified specialists; holding contests to fill vacant positions, attestations, tests during the substitution of positions, etc. Therefore, it is impossible to fully take into account all the features of the future work of a personnel management specialist at the stage of training, and some skills will appear in the course of practical activities.

When studying the HR processes in an organization, it is possible to identify the main objectives of the HR service, and accordingly, the training of personnel management specialists:

The first task is to determine the degree of effectiveness of the personnel management system of the company. At the present stage of development of the personnel management system all elements of the system are in close interconnection and interdependence, as a result of which study of any personnel process without taking into account, other components can be assessed in terms of its effectiveness only in the aggregate of all personnel processes.

The second task - definition of the progressiveness of the development of a personnel management system of the organization, and also this or that personnel process.

The third task - revealing of bottlenecks and, on the contrary, those elements of the existing personnel management system which promote its further progress.

The fourth task - to form a positive psychological climate in the team, which will contribute to the realization of human resources potential and the development of career opportunities for employees of the company.

The fifth task is the protection of the interests of the employees of the company in the legal plane.

Based on the list of tasks of personnel management service, it is possible to distinguish two groups of principles for the construction of a personnel management training system in the organization:

1) principles that characterize the requirements for the formation of a personnel management system, taking into account the specific professional characteristics of employees;

2) principles defining additional directions of development of personnel management system. These principles are implemented in the interaction of the training process of personnel management specialists with the formation of their additional competencies in psychological, legal training, etc.

At the present stage turned out to be a number of features in personnel management, which should be taken into account as an economic basis for the training of specialists for this sphere:

1. Extension of responsibility for the implementation of an active personnel policy by involving line managers in personnel management. This leads to the fact that the personnel work of managers of all levels is integrated into the system of personnel management, capable of excellent implementation of an active personnel policy. In this case, the training of specialists is no longer in the sphere of higher education, but directly at the enterprise.

2. Reorientation of personnel management system on individual work with the personnel, and consequently, from dominant collectivist values to individualistic values, and a specialist in personnel management must be able to find an individual approach to each employee of the company.

3. Increasing the efficiency of investments in the reproduction of the labor force, providing a constant professional growth of the company's employees, and improving the quality of working conditions.

4. focusing attention on the quality of the administrative personnel. The competence of the managers becomes a key element of the personnel potential of the modern corporation, forming the preconditions for the formation and development of the system of training and improvement of the personnel qualification.

5. The need to build and develop an adaptive corporate culture, stimulating an atmosphere of mutual responsibility of the employee and the employer, the desire of employees to make the organization "the best company" by supporting the initiative at all levels of the organization, constant technical and organizational innovations, open discussion of problems.

Consequently, according to the results of the systematization of human resource management features, it becomes possible to assert that the education and training of specialists takes place not only at the stage of obtaining a specialized education, but continues during the professional activity in the

company. Therefore further it is logical to proceed to the specification of the functions of personnel management service and determination of the directions of specialists' training to ensure the fulfillment of these functions - table 1.

Table 1

Modern functions of personnel management services and directions of training specialists to perform these functions

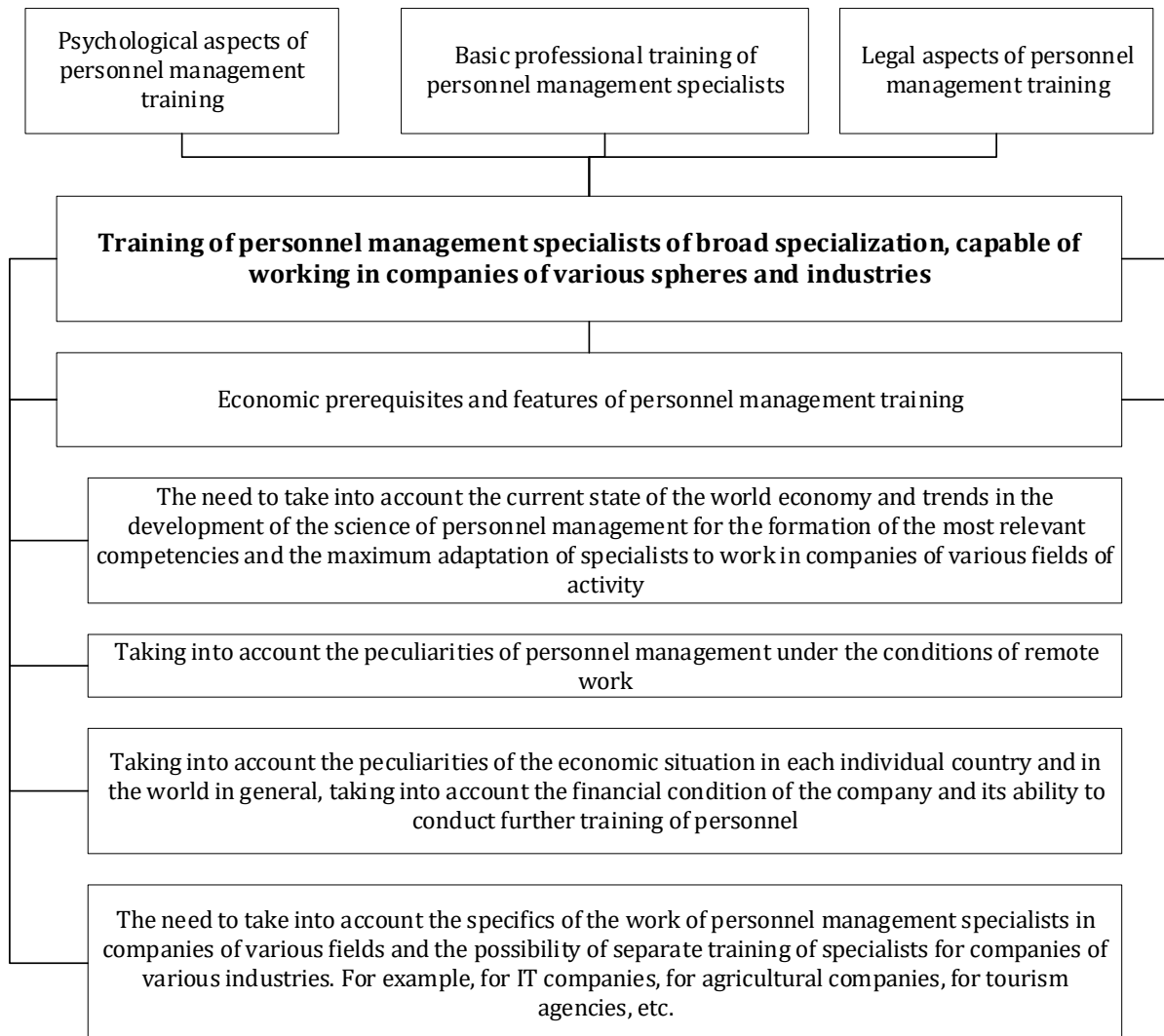
Function	Function content	Features of training specialists to perform the function
Formation of the optimal management apparatus	Identification of prospective and current needs for different types of personnel	Basic knowledge is established at the stage of obtaining profile education, but the development of competencies occurs in the process of professional activity
Personnel controlling	Study of the impact of personnel decisions on the results of the organization. Analysis of social and economic efficiency of application of certain management methods. Coordination of personnel decisions with other management decisions. Creation of personnel information base	The basic principles of the organization of staff and the formation of working relationships are formed when receiving a specialized education
HR marketing	Identification of the main requirements for specialists for a particular position, the ability to effectively recruit personnel	Basic knowledge is established at the stage of obtaining profile education, but the development of competencies occurs in the process of professional activity
Monitoring of staff composition and staff performance	Special monitoring of the staff condition and its dynamics. Monitoring the balance of labor resources. Discipline control and development of staff motivation system	The basis for understanding the principles of personnel monitoring is formed in educational institutions, studying theories of staff motivation, the organization of working time, etc.
Organization of career development and search for career opportunities for each employee	Recommendations on ways to improve the efficiency of personnel work. Identification of professionally important qualities for career development. Formation of a personnel development plan, according to the analysis of the abilities and potential of each employee. Implementation of an individual approach to the personnel of the company	The ability to achieve an individualized approach to each employee is achieved while working in a company as an HR specialist for a certain amount of time, which allows you to understand the specifics of building a career in this particular company and the prospects for professional development in each workplace.

Authors' development

As a result of comparing the functions of a personnel specialist and the necessary features of his training, it becomes possible to form a comprehensive system of training of personnel management specialists, taking into account the economic prerequisites for their training.

Figure 1

A comprehensive system of training specialists in human resource management, taking into account the economic prerequisites for their training



Authors' development

The system shown in Fig. 1 indicates that HR specialists should be as versatile as possible and should take into account the peculiarities of the company where they work. And in educational institutions, where specialists are trained, when drawing up curricula and educational program, the realities of the environment in which specialists will work should be taken into account.

Moreover, the training of these specialists should take into account that for their successful work and professional development there should be not only basic competencies, but also related competencies (psychological, communicative, legal, safety, etc.), which, however, are no less important.

Discussion

It is difficult to overestimate the importance of HR specialists for the company, but it is debatable whether these specialists should participate in the formation of the company's development strategy or

remain a specialist who will adapt personnel and their capabilities to the approved documents on the strategic development of the company.

Conclusions and Implications

Human capital is a stock of knowledge, skills, motivations available in each person, and for the company, the human capital of each employee is the resource that forms its economic potential. The effectiveness of human resource management often determines the performance of the entire company, so the training of professionals in human resource management is one of the fundamental tasks of training for business as a whole.

In the work an assessment and analysis of those competencies, which must be possessed by professionals to effectively perform the functions of personnel management and identified modern functions of human resource management services and directions of training of professionals to perform these functions. It is also proved that personnel management is not an isolated process but becomes an integrated system that takes into account the directions of strategic development of the company. As a result, the author has developed an integrated system of training specialists in human resource management, taking into account the economic prerequisites for their training, and proved that the training of such specialists should take into account the features of the economic state of the state trends of business in general.

References

- Ambika Selvaraj, Vishnu Radhin, Nithin KA, Noel Benson, Arun Jo Mathew, (2021). Effect of pandemic-based online education on teaching and learning system. *International Journal of Educational Development*, 85, 142-168. <https://doi.org/10.1016/j.ijedudev.2021.102444>.
- Carlos Felipe Rodríguez-Hernández, Eduardo Cascallar, Eva Kyndt, (2020). Socio-economic status and academic performance in higher education: A systematic review, *Educational Research Review*, 29, 71-93. <https://doi.org/10.1016/j.edurev.2019.100305>.
- Dale H. Schunk, Maria K. DiBenedetto, (2020). Motivation and social cognitive theory, *Contemporary Educational Psychology*, 60, 47-59. <https://doi.org/10.1016/j.cedpsych.2019.101832>.
- Günter K. Stahl, Chris J. Brewster, David G. Collings, Aida Hajro, (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30, 253-267. <https://doi.org/10.1016/j.hrmr.2019.100708>.
- Ina Aust, Brian Matthews, Michael Muller-Camen, (2020). Common Good HRM: A paradigm shift in Sustainable HRM?, *Human Resource Management Review*, 30, 243-367. <https://doi.org/10.1016/j.hrmr.2019.100705>.
- James W. Westerman, Madasu Bhaskara Rao, Sita Vanka, Manish Gupta, (2020). Sustainable human resource management and the triple bottom line: Multi-stakeholder strategies, concepts, and engagement, *Human Resource Management Review*, 30, 94-127. <https://doi.org/10.1016/j.hrmr.2020.100742>.
- Ji Liu, Gita Steiner-Khamsi, (2020). Human Capital Index and the hidden penalty for non-participation in ILSAs, *International Journal of Educational Development*, 73, 81-93. <https://doi.org/10.1016/j.ijedudev.2019.102149>.
- Juan Garzón, Kinshuk, Silvia Baldiris, Jaime Gutiérrez, Juan Pavón, (2020). How do pedagogical approaches affect the impact of augmented reality on education? A meta-analysis and research

- Michaéla C. Schippers, Dominique Morisano, Edwin A. Locke, Ad W.A. Scheepers, Gary P. Latham, Elisabeth M. de Jong, (2020). Writing about personal goals and plans regardless of goal type boosts academic performance, *Contemporary Educational Psychology*, 60, 97-123. <https://doi.org/10.1016/j.cedpsych.2019.101823>.
- Miguel Pina e Cunha, Emanuel Gomes, Kamel Mellahi, Anne S. Miner, Arménio Rego (2020). Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM, *Human Resource Management Review*, 30, 79-93. <https://doi.org/10.1016/j.hrmr.2019.100695>.
- Mohammad F. Ahammad, Keith W. Glaister, Emanuel Gomes (2020). Strategic agility and human resource management, *Human Resource Management Review*, 30, 317-331, <https://doi.org/10.1016/j.hrmr.2019.100700>.
- Paula Apascaritei, Marta M. Elvira (2022). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32, 4-17. <https://doi.org/10.1016/j.hrmr.2021.100878>.
- Peter Strelan, Amanda Osborn, Edward Palmer, (2020). The flipped classroom: A meta-analysis of effects on student performance across disciplines and education levels, *Educational Research Review*, 30, 316-337. <https://doi.org/10.1016/j.edurev.2020.100314>.
- Ricardo Sabates, Emma Carter, Jonathan M.B. Stern, (2021). Using educational transitions to estimate learning loss due to COVID-19 school closures: The case of Complementary Basic Education in Ghana. *International Journal of Educational Development*, 82, 102-137. <https://doi.org/10.1016/j.ijedudev.2021.102377>.
- Sandra Graham, (2020). An attributional theory of motivation, *Contemporary Educational Psychology*, 61, 32-54. <https://doi.org/10.1016/j.cedpsych.2020.101861>.
- Sherry E. Sullivan, Akram Al Ariss, (2021) Making sense of different perspectives on career transitions: A review and agenda for future research. *Human Resource Management Review*, 31, 106-124. <https://doi.org/10.1016/j.hrmr.2019.100727>.
- Shweta Mishra, (2020). Social networks, social capital, social support and academic success in higher education: A systematic review with a special focus on 'underrepresented' students, *Educational Research Review*, 29, 86-97. <https://doi.org/10.1016/j.edurev.2019.100307>.