

GLOBAL HUMAN RESOURCE MANAGEMENT IN THE CONTEXT OF CULTURE IN COUNTRIES IN TRANSITION

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Abstract: Modern life in a globalized era happens with 24-hour communication and access to information. Companies are increasingly competing to gain a share of the international market. Global human resource management is the process of recruiting, developing, and rewarding talent in international or global companies, and involves managing people from different cultures. Global companies are companies that have subsidiaries in other countries and operate outside their home country, but maintain expertise and production in their home country. They are highly centralized and have strong internal control systems. Multinational corporations are companies that have their headquarters overseas and operate factories and manufacturing facilities in many countries around the world. In the past, people only had to ensure the safety of the group, gather enough food, and later build things. Today, except in war, the need to manage people is primarily determined by material factors (increasing productivity, reducing costs, expanding markets, opening new factories or stores), with security/existential factors being secondary. However, managing own one’s own species is not unique to humans. On the contrary, this phenomenon is found everywhere else in the animal kingdom. The integration of organisms into a community system that supports and ensures their existence, safety, and reproduction is a characteristic that characterizes the organization of all living things, from bacteria and viruses to insects, animals, and humans, with rare exceptions. Companies strive to retain their existing, highly qualified employees for as long as possible, and effective human resource management involves not only employee control strategies but also strategies for eliciting employee commitment. Some authors argue that the effectiveness of human resource management depends on the willingness of companies to link their human resource structures and management policies to global corporate strategies in order to achieve superior performance. With this in mind, it is easy to think that the science of human resource management is as natural as biology or physics. Few formulas in the science of human resource management (HRM) are as consistent and precise as Newton’s law of gravity, but this science delves deeply into the question of human organizations - how people are motivated to pursue many things. How to transform collective effort into shared rewards. The purpose of this study is to critically analyze the role that cultural and economic factors in a transition country play in influencing the organization of human resource departments in various companies in that country.

Keywords: human resource management, globalism, cultural differences,

1. INTRODUCTION

The biggest challenge in managing a globally dispersed company is the effective management of a multinational workforce and the creation of a corporate culture. Laurent (1986) explains that in order to maintain and develop a corporate identity, a multinational company must make the following efforts: Manage people consistently worldwide while adapting to specific cultural situations and managing them effectively and locally. The global nature of business requires consistency, but different cultures may require different approaches. Finding the balance that Laurent talks about is the key to success. The question is how to maintain a corporate culture while embracing the characteristics of the countries in which the business is conducted as much as possible. Effective human resource management at the global level is more strategically important than at the local level. Global thinking in international business focuses on finding effective management practices and methods based on the characteristics of the countries where subsidiaries are located, and how to properly adjust cultural differences (Hofstede, 2021). The challenge here is how to integrate cultural differences and create effective communication across long distances, different time zones, different management expectations, local laws, and of course, different languages (Aririguzoh, 2022). These are just a few of the reasons why international governance requires a great deal of intellectual preparation and understanding of very complex issues (Castillo et al., 2022).

2. MATERIALS AND METHODS

The purpose of this study is to provide data on the development of the scientific field, namely human resources, and the extent to which it is practiced in Korean enterprises. In order to determine the degree of importance of this sector in enterprises, the educational background and age composition of HR professionals in this sector, as well as the characteristics of executives/managers, were investigated (Hao, 2022). One of the specific objectives was to more accurately identify the most important functions of the company that the HR department is directly responsible for. The sample was composed of several transition countries centered on the Ministry of Human Resources, and the

results were obtained through special case mapping. The most important criteria were the size of the company, the number of employees, and the success of the company.

The purpose of this study is to investigate the relationship between the leadership competencies of Macedonian female professors and their upward mobility to leadership positions in North Macedonian higher education institutions. The leadership competencies were defined in this study as (a) emotional intelligence, (b) self-efficacy, (c) knowledge, and (d) coaching. In relation to women's leadership, this study argues that the inconsistency between women and leadership positions in the social construct excludes competent women from leadership positions compared to competent men. Heilman (2001) argued that technical stereotypes of women are cooperative, nurturing, and relationship-oriented, but not tough or aggressive. There is an opinion that gender stereotypes hinder the development of women leaders. That is, as a result of cultural constructs, men are more likely to be leaders than women. Some authors argue that women are less effective in leadership positions than men. It has also been argued that leaders should be tough and competitive. Therefore, it is concluded that descriptive and normative stereotypes about women are incompatible with leadership roles. In this study, quantitative methods are appropriate for collecting data to test hypotheses. Due to the lack of literature and understanding of the upward mobility of Macedonian female teachers, the purpose of this study is to examine the relationship between the independent variables (leadership competencies, emotional intelligence, self-efficacy, knowledge and learning) and the dependent variable (upward mobility of Macedonian female teachers into leadership positions). If leadership competencies influence the professional development of Macedonian female teachers, then more and more Macedonian female teachers will be promoted into leadership positions. The most important reason for this study is that this doctoral dissertation is unique in that it examines the relationship between leadership competencies and upward mobility of Macedonian female teachers into leadership positions. The study can be extended to other fields as well as education. This study also helps prepare Macedonian women with the leadership competencies needed to advance into management positions.

3. RESULTS

Many analyses have been conducted to determine the optimal number of employees in an HR department relative to the total number of employees in the entire organization (Ulrich, 1997; Widagdo & Wibiyanto, 2023; Dahlan et al., 2021). Unfortunately, it is clear that it is very difficult to find a formula that can be applied on a global scale. According to a large international analysis of 22 European countries and Japan conducted by Brewster et al. (2007), entitled "Factors Influencing the Size of the HRM Function: An International Analysis", the main factors influencing the size of the HR department are: the company itself, the industry in which the company operates, and the nationality, i.e., the rules of the country in which the company operates.

Their analysis suggests that the size of the HR department varies depending on internal and external factors. Companies that use IT to monitor employees and perform routine tasks that consume a lot of time for HR staff have a direct impact on reducing HR staff because some of the tasks are handled by computers. Outsourcing this type of administrative work and transferring it to specialized companies that provide this type of service also affects the reduction in the number of HR staff. The advantages of outsourcing HR include reducing the number of staff, obtaining unbiased suggestions, and access to innovations that specialized companies can have more contact with than the HR department in the company. The most influential external factors that affect the size of the HR department are government regulation, and the representation and power of labor unions. Interestingly, in countries where unions are strong and modern, the number of HR staff is reduced because companies do not have to worry about concluding and implementing collective agreements, receiving them, and many other issues related to labor relations, such as dealing with complaints and grievances, and demanding overtime pay. These issues take unions out of the company's control and directly contribute to the reduction in the number of employees in the HR sector. In contrast, Prince et al. (2022) suggest that the extensive government regulation that exists in Scandinavian countries and Germany contributes to the need to increase HR staff to ensure proper compliance with government regulations. Furthermore, the power of unions and the state is also reflected in the norms here. The UK and the US are low-intensity countries, and all other countries except for the surrounding economies such as Spain and Portugal are high-intensity countries. Along the same lines, the relative size of the HR sector can be distributed, with the first sector being smaller and the second sector being larger.

4. DISCUSSIONS

Brewster et al. (2007) summarized the results of an analysis of 2,953 companies in 23 countries using the ratio of HR staff to total number of employees. This ratio ranged from 0.0102 or 10.2 HR staff per 1,000 employees in Bulgaria to 0.196 or 19.6 HR staff per 1,000 employees in Japan. The analysis found that the ratio of HR staff to total number of employees in Scandinavian companies varied from 11.3 in Sweden to 17.1 in Denmark. In these

countries, extensive government regulations to protect employees would be expected to require a large number of HR staff, but unions are also very active and keep staffing demands within the target range of 11 to 17. In the surrounding economies, such as Spain, Portugal and Greece, this ratio is 12-13, and is the lowest on the list, except for Bulgaria, which has just over 10 employees at 0.0102. In contrast, large companies in Germany and Japan are characterized by strict structures and a pronounced bureaucracy, and the HR department acts not only as a mediator and manager of personnel, but also as a strategic part of the company. In these companies, the CR CEO often sits on the company's board of directors, which directly influences the company's strategy and development.

5. CONCLUSIONS

Proper human resource management is directly related to the competitiveness of a company. However, it is only one of the reasons to invest in development, training, and modern employee monitoring systems (Huyler & McGill, 2024). My paper provides an overview of the human resource situation in the Republic of North Macedonia and compares the Macedonian reality with that of other transition and developed countries. It has already been proven that human resources are extremely important for the success of a company. Given the high unemployment rate of the Macedonian economy today, intensive development of this sector is necessary for successful recruitment. The study, which reflects the educational and age structure of the human resources sector, the position in the organization and specific responsibilities, shows that this sector of large companies in our country continues to face the syndrome of "alienation" and "subordination". "In two out of three large companies in the country, the personnel department does not have its own budget, which reduces its ability to act independently and in a timely manner in response to the needs of employees. The positive thing is that almost all companies are investing in improving the skills of employees in this sector, sending them for training in this area. The average personnel indicators show that the personnel departments of large companies are sufficiently staffed. Brewster et al. (2007) analyzed 23 countries around the world and confirmed several hypotheses that were positively supported. First, large private companies have relatively fewer HR staff than small companies. This is usually due to rigid structures and company rules that do not leave much room for interpretation. In contrast, in the public sector, the number of HR staff is clearly increasing, mainly for political reasons. Moreover, the number of HR departments varies depending on the industry sector in which the company operates (Rai, 2012). For example, in Silicon Valley in the United States, despite the concentration of large private companies, HR departments are continuously growing due to the need for industry competitiveness and frequent innovation in employee management. In any case, the cost of progress is always borne by employees, so it is necessary to invest in human resource development and promotion, but of course, it must all be done in a timely manner.

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