

Publication Date: 03.30.2024

Seadin Xhaferi¹, Mislim Zendeli²

1. State university of Tetova

New Ways of Human Resource Management

Abstract

Dramatic changes in the environment are causing revolutionary changes as well, such as the changes in organizations. Organizations today operate in an environment that requires different approaches, different ways of thinking, and different structures. The new ways of thinking would redesign systems to put people first. Modern organizations are moving toward human resources, so they are increasingly using strategic human resources management to address issues that flow from environmental changes and influence the performance of their members. Policy and practice in human resource management are conditioned by underlying cultural, ideological, or institutional factors in different national systems. In broad terms, we have

drawn distinction between directive and voluntary approaches. Today, there are overriding trends towards flexibility in work, the workplace, and benefit systems in all countries. Modern human resource management confronts challenges posed by the complex era in which we live.

Keywords: Human resource management, human resources, management, organization



1. Inclusion

The phenomena that lead to transformations, as well as those that are created with the transformations themselves, have always been linked to the problem of the management model. In contemporary conditions, such a connection is quite pronounced. The world is in great transformations, fundamental and with various differences, which require great provocations and dilemmas. Today, processes are taking place in the world, the directions, intensity, and rhythm of which are unprecedented for the past. These processes were created as a response to the energy shocks of the 1970s and have gradually expanded into all the facets of life, such as economic, political, cultural, and social. Environmental transformations require corresponding adaptations as well as transformations in economic organizations. The 1980s saw a turning point when many organizations in the US and Western Europe attempted to acclimatize and reorganize before the onslaught of Japanese competition. So it was proven that the competitiveness of Japanese organizations comes from their internal strength in human resources.

The great transformations in the global environment also shape characteristic trends that act decisively in shaping the management of human resources. In particular, the globalization of the world economy, technological progress, sectoral transformations, differences in the labor market, and institutionalization are distinguished. On the other hand, the organization of contemporary production or service organization units, along with increasingly expressed transformations in the environment, finds new organizational forms, a new structure of choices, and is quite flexible and clearly adaptive. Reforms are visible in all elements of the organization: its goals, resources, human potential, and information systems. The new organization has profound and important implications for human resource practice and causes major transformations.

2. The Meaning and Value of Human Resources in Modern Societies

Contemporary models of organization experience significant transformations. Contemporary organizations operate in an environment that requires a different approach, a different way of thinking, and other structures. The organization of contemporary production or service organization units is increasingly defined as an information-process-development system that is in permanent transformation. Universal organizational models no longer exist. The time of organizational structures dominated by bureaucratic relations and hierarchies is passing. The new organization, which is increasingly moving away from the usual pyramidal form and moving towards horizontal forms, has deep and important implications for the management of human resources. The activation of human resources in production or service organization units is a necessary feature of its transformations. The main feature of all transformations of modern production or service organization units comes from the fact that knowledge is the fundamental source of development. John Naisbitt calls the new form of organization "networking." According to you, network connections are people who communicate in the middle, sharing information and resources in this way.

Large and successful organizational systems of economic organizations are oriented towards the key factor of success, i.e., towards human resources. In the search for an answer to the challenge of formulating a multitude of relevant attitudes and skills of employees and their chosen connection with independent processes in organizational schemes, attempts are made to create horizontal connections, multidirectional progress, and information barriers.

What separates the most successful firms from the less successful ones in the modern world is part of the subtle so-called software features of people, their knowledge, and their work style. Contemporary organizations emphasize people and direction with their potential. In particular, the belief in the ability of employees is emphasized: "The strength of the enterprise is in the ability of all employees."

3. HUMAN RESOURCES – A MATTER OF MANAGERIAL AND USER SKILLS

Major changes in the environment as well as changes in the organization of contemporary enterprises put the fundamental stamp on contemporary management models. The new paradigms of the management model contain radical changes, above all in the attitudes and evaluation of the human factor in the organization. Let us mention only a few that are more pronounced:

employees increasingly become strategists, visionaries, leaders, and special engineers;

o The employee is not only the performer but also the creator of the task;

Human resources are the most important business factor.

project work in teams, and cooperation is affirmed.

In management theory and practice, the so-called "soft variables," the knowledge, creativity, and ability of employees, dominate.

Adopting the qualitative importance of human resources in the organization implies an evolution of the content of human resources management. In this sense, human resources, on the one hand, become the basic assumption for successful management, and on the other hand, one of the focuses on which this function focuses its attention. The most important position of the philosophy that rules human resources management today is that human resources are the most valuable and dynamic resources of the organization.

Traditional human resource management consists of diverse practices grouped into areas such as reward, selection, training, and evaluation. During this process, human resources management treats these fields as separate functions. Traditional human resource management involves the technical knowledge to lead these functions, and it is on the fringes of structure management. Contemporary management of human resources becomes a key area of strategic management in the contemporary enterprise. It includes:

o Human resources practices such as recruitment, selection, evaluation, and compensation;

o Human resources policy, which directly and in particular determines the development of the specific practice of human resources management;

o The philosophy of human resources with the specific values that express the organization's policy and goals.

Strategic human resource management includes two essential components. The first component is about setting the framework for the day-to-day impact of human resource management on the organization and making fundamental decisions. It includes:

articulating the vision of human resources management;

the design of the general management of human resources;

o determination of the human resources management strategy for the realization of the elements of human resources management that are in accordance with other corporate strategies of the organization;

identification of the appropriate behavior, goals, policy, and practice of leadership with human resources that support them.

Another component concerns the implementation of the policy and practice of human resources management that the organization requires in order to realize the full potential of its human resources. Contemporary human resource management is at the center of complex organizational systems within

the organization. Its fundamental role is to channel individual potential, most of which is latent. In each organization, it is important to use the knowledge, skills, abilities, and motivation of people for the realization of organizational goals.

The general feature of contemporary human resource management is that it is based on the shaping of human behavior according to the needs and goals of the enterprise. By influencing the determinants of human behavior, appropriate results are achieved. During this, human behavior is observed in the context of a spectrum of interrelated variables.

As important variables that influence people's behavior, individual opportunities (knowledge, skills), individual demand and desire, and situational circumstances are emphasized first of all. During this, the person in the organization is approached as an individual, not part of the collective. The starting point is the natural opposition of the interests of the organization and the human resources that work in it, and work is put as a bridge between them. The fact that work satisfies human needs and must be adapted to human nature is particularly emphasized. Special importance is given to the problem of human commitment as a free person and the bearer of specialized knowledge.

Emphasis is placed on that part of the value system that insists on the need for self-respect in the person through answers to the challenges given by the workplace or profession.

Within the framework of the human resources management model, various human resources management strategies are developed. The important elements of the management strategy for the human resources of successful companies are, first of all, the motivation system and the training system. Common features of the motivation system are the intention to develop in each individual the feeling that all employees share the same fate (the fate of the company) and the insistence that with material and non-material incentives, the creative potential of all employees is released. In the context of advancing the use of the human factor in the organization as one of the most valuable resources, various schemes are developed for the advancement of work motivation. Quality of life in the workplace is considered a key motivation factor. Permanent training and education are also fundamental elements of contemporary strategy in the field of human resources management. Training is seen as a way of life. Empowerment includes all pulses. Special attention is paid to the training of leaders. Based on the principle of comprehensive and permanent training of "General Electric" employees, a new strategy is implemented, which connoisseurs of the dimensions and importance of training call the "cultural revolution."

4. PLANNING AND REALITY OF MANAGERIAL AND USER SKILLS OF HUMAN RESOURCES

In each social system, the policy and practice of human resource management are conditioned by existing cultural, ideological, and institutional factors. However, regardless of the differences that appear between social systems, a clear difference can be drawn between the directive and voluntary approaches to human resource management.

The directive approach is included in social systems, which are better regulated. The state and trade unions have a major role in the policy and practice of human resource management. In mediating between employers and employees, the state and the union have a major role in all important issues related to the management of human resources, such as selection, training, employee development, and remuneration. For this reason, employers do not have enough freedom in the engagement and selection of employees. The state has a greater role in the training and development of employees. Laws in force can often force employees to be trained, so sometimes this can be a "cultural shock" for employees to accept the skill. Also, with centralized contracts, the minimum wage is determined, as are other employment conditions, and they are applied in some parts of the economy. With a minimum

wage and other pre-arranged terms of employment, such an approach may be associated with greater egalitarianism in pay. Germany, the Nordic countries, and some northern European states have numerous features of the directive approach.

The voluntary approach does not include the interventionist role of the state. This system is consistent with deregulated, liberal, and individual traditions. The consequence is greater autonomy for the employer in the management of human resources. Employers have a higher level of autonomy in hiring and firing employees, which includes freedom in formulating and adopting admission procedures in the relatively open labor market. The responsibility for training and development of the employees is primarily based on the authorizations of the employer. There is also a large influence of employers on payments, although trade union organizations at the internal level of the enterprise can have a large influence. In countries where we find a voluntary approach from companies, they are more subject to the influence of the market. Therefore, we can expect an increase in sophisticated procedures during the admission of workers. This includes psychometric testing, which measures quite a few attitudes towards the organizational culture of the future enterprise. In these enterprises, the payment of the employees is directly related to the employee's contribution, while the training of the employee can be used for the development of those competencies that will enable the development and existence of the enterprise. Great Britain and the USA are closer to this approach.

5. PLANNING AND REALITY OF ACCESS TO HUMAN RESOURCES -KEY TRENDS IN LEADERSHIP SKILLS AND USER

Human resource management is increasingly gaining importance in contemporary organizations. Placed in a context in which the response to rapidly changing conditions outside the organization is a fundamental challenge, human resource management gains new importance as it is used to realize the broad and flexible goals of the organization.

Although the existing cultural, ideological, and structural factors in the field of human resources management affect the policy and practice of human resources management, it is possible to identify the following trends: According to PIEPER, there are two strong trends facing human resource management in all countries. Based on the analysis of a series of international analyses and comparative reviews of the policy and practice of management with human resources, it identifies subsequent trends according to the flexibility of the work organization, the workplace, and the system of favors. At the same time, he proves that this is primarily a result of new production and technology. Closely related to it is the individualization of a large number of western societies, which leads to changes in work needs, the demand for individual systems of favors, and greater flexibility in the organization of work and time.

Key developments in human resource management today include:

- o greater responsibility of the leader for deciding on the acceptance of employees and the use of selection mechanisms that connect the characteristics of employees with the requirements of the organization;

- o displacement from the relative payment, especially the individual contribution, the estimated goals achieved, and the skills and competencies required by the organization, which is contrary to the collective definition and the standard price of work;

- o the development of individual skills and competences through training that are specifically related to the requirements of the organization and that make a connection between individual career progress and the dynamics of changes and the development of the organization.

It is clear that contemporary organizations will increasingly require an active approach to human resources. This also means new challenges for human resource management. Employees will

increasingly move to organizations that can offer comprehensive personal promotions. At the same time, organizations will increasingly be determined for the temporary engagement of experts with specific professional profiles. Teamwork, determination, initiative, creativity, self-control, and responsibility will be stimulated among employees.

Conclusion

The major changes in the environment as well as the changes in the organization of contemporary enterprises have a decisive influence on the shaping of contemporary human resources management. Focusing on human resources and attention to human resources as a decisive factor in the organization's success implies an evaluation of the content of human resources management. Human resource management has become a key area of strategic management in contemporary organizations. At the same time, the policy and practice of human resources management, as the main component of human resources management, are largely conditioned by a range of existing cultural, ideological, and institutional factors of each social system. Thus, a distinction can be drawn based on rather broadly defined notions between the directive and the voluntary approach to human resource management. However, regardless of the changes in human resource management policy and practice that exist between different social systems, human resource management in all countries faces two major trends. These are trends towards the flexibility of work organizations and the workplace, as well as the system of favors. Likewise, human resource management is gaining more and more importance as the potential of human resource management is increasingly being used to realize the broad and flexible goals of the organization. Contemporary organizations will increasingly require an active approach to human resources, and this means new challenges for contemporary human resources management.

References

1. Fifth Conversation in the Discipline Biomolecular Stereodynamics State University of New York at Albany, June 02–06, 1987. (1987, February). *Journal of Biomolecular Structure and Dynamics*, 4(4), viii–x. <https://doi.org/10.1080/07391102.1987.10507654>
2. F., C. B. (1935, July). A Mind That Found Itself. An Autobiography. By Clifford W. Beers. Twenty-fifth Anniversary Edition. (New York: Doubleday, Doran and Co., Inc., 1935.). *American Journal of Psychiatry*, 92(1), 248–249. <https://doi.org/10.1176/ajp.92.1.248>
3. Friedman, R. E. (1994, November). Moshe Weinfeld. Deuteronomy 1-11: A New Translation with Introduction and Commentary. Anchor Bible 5. New York: Doubleday, 1991. xiv, 458 pp. *AJS Review*, 19(2), 241–244. <https://doi.org/10.1017/s0364009400005766>
4. Senge, P. M. (1991, May). The fifth discipline, the art and practice of the learning organization. *Performance + Instruction*, 30(5), 37–37. <https://doi.org/10.1002/pfi.4170300510>
5. Senge, P. M. (1997, March 1). THE FIFTH DISCIPLINE. *Measuring Business Excellence*, 1(3), 46–51. <https://doi.org/10.1108/eb025496>
6. Chatterjee, D. (1995, April). Book Reviews : Peter M. Senge, The Fifth Discipline: The Art and Practice of the Learning Organization. New York: Doubleday, 1990, pp. viii + 424, Rs 415. *Journal of Human Values*, 1(1), 146–149. <https://doi.org/10.1177/097168589500100115>
7. Leiby, A. M. (1991, June). The fifth discipline: The art and practice of the learning organization, by Peter M. Senge. (1990). New York: Doubleday Currency. 424 pp., \$19.95 cloth. *Human Resource Development Quarterly*, 2(2), 198–201. <https://doi.org/10.1002/hrdq.3920020215>

8. Harris, S. G. (1990, September). The fifth discipline: The art and practice of the learning organization, by Peter Senge, New York: Doubleday/Currency, 1990. *Human Resource Management*, 29(3), 343–348. <https://doi.org/10.1002/hrm.3930290308>
9. Hocking, J. (1996, January). Phillip D Rutherford (1995) Competency Based Assessment: A Guide to Implementation Melbourne: Pitman Publishing \$35.00. *Journal of Management & Organization*, 2(1), 49–49. <https://doi.org/10.1017/s1833367200006210>
10. Miller, E. L. (1967, March). Hinrichs, John R., High Talent Personnel: Managing a Critical Resource, New York, American Management Association, 1966, 288 pages, \$9.00. *Human Resource Management*, 6(1), 30–30. <https://doi.org/10.1002/hrm.3930060110>
11. Hammer, M., & Champy, J. (1993, September). Reengineering the corporation: A manifesto for business revolution. *Business Horizons*, 36(5), 90–91. [https://doi.org/10.1016/s0007-6813\(05\)80064-3](https://doi.org/10.1016/s0007-6813(05)80064-3)
12. Pavlović, N. (2019). Srđan Šljukić, Marica Šljukić: Society and conflict, Zavod za udžbenike, Belgrade, 2018. *Socioloski Pregled*, 53(2), 718–732. <https://doi.org/10.5937/socpreg53-21916>
13. Bessant, J., Birkinshaw, J., Delbridge, R., Griffith, R., Haskel, J., & Neely, A. (2008, February 12). Special report: Competing on knowledge. *Business Strategy Review*, 19(1), 73–89. <https://doi.org/10.1111/j.1467-8616.2008.00523.x>
14. Hartmann, L., & Patrickson, M. (1995, January). Andrew Brown (1995) Organisational Culture London: Pitman Publishing. *Journal of the Australian and New Zealand Academy of Management*, 1(1), 57–57. <https://doi.org/10.5172/jmo.1995.1.1.57>
15. Lake, D. G. (1984, March). The general managers, by John P. Kotter. New York: The Free Press, 1982, \$15.95. *Human Resource Management*, 23(1), 101–105. <https://doi.org/10.1002/hrm.3930230110>