

Section 3. Management

<https://doi.org/10.29013/EJEMS-23-2-14-16>

*Gejua Merab,
Doctor of Economics, associated Professor,
Sokhumi State University, Georgia*

*Gejua Manona,
Ministry of Health and Social Protection of the
Autonomous Republic of Abkhazia, deputy Minister. Georgia*

MAIN STRATEGIES OF HUMAN RESOURCE MANAGEMENT

Abstract. The article presents two main strategies of human resources management: a general strategy, such as improving the quality of work performance, and a specific strategy, which refers to various aspects of managing employees' skills and abilities: learning, rewarding, raising motivation.

Human resource management strategies such as: commitment-based, cooperation-based, paternalistic and traditional are analyzed and evaluated.

Keywords: Human resource management, commitment-based strategy, cooperation-based strategy, paternalistic strategy, traditional strategy.

Strategic management of human resources is an important issue for any company. It is particularly relevant for countries with evolutionary economies like Georgia. According to the content, two main strategies are known: a general strategy, such as improving the quality of work performance, and a specific strategy, which refers to various aspects of managing employees' skills and abilities, such as: learning, rewarding, raising motivation [5]. Common strategies include: performance-oriented; commitment oriented; Engagement-oriented strategies [3]. A performance-oriented strategy is intended to influence areas of management such as performance quality, productivity, service levels, growth and profits. In the case of commitment-oriented strategy, the emphasis is shifted to the emergence of joint commitment.

The emergence of commitment may be achieved in several ways: career ladder and retraining, flex-

ibility regarding tasks, involvement of personnel in quality management, etc. In some cases, a performance-oriented strategy may be referred to as a commitment-oriented strategy or an engagement-oriented strategy. Under a commitment strategy, performance expectations are quite high and no minimum standards are defined, although there are specific narrow goals that emphasize continuous improvement and reflect market demands [6].

An engagement-oriented strategy shows what people do and how they behave, what determines their behavior on the way to achieving future goals. Anyway, what does an engaged employee mean? In his works, Armstrong answered this question and established several characteristics of an engaged employee, which are as follows: positive towards work; believes and identifies himself with the organization where he works; works to achieve better results; respects other employ-

ees and is always ready to help; He can be counted on and goes above and beyond the job description; perceives the situation more broadly, often at the cost of lowering one's own expenses; Is constantly aware of the changes in his field; Constantly looking for opportunities to improve the quality of performance [1].

The advantage of an engagement-oriented strategy is that it opposes bureaucratic control and sees co-workers not as employees, but as partners, and therefore communication between high- and low-level employees is based on the highest level of understanding.

Some scholars, depending on the needs of the company, propose a relatively different classification of general strategies in the formulation of the strategy, which are related to the search for talented personnel, the collection of effective and necessary human resources for the organization, and the human resource management policy aimed at improving skills. These strategies are as follows: talent retention strategy – emphasizes attracting especially talented personnel from external sources; Effective resource allocation strategy – the goal is to effectively use existing resources by placing the “right person” in the “right place”; Talent development strategy – the goal is to develop existing talents through continuous training and retraining programs; Cost reduction strategy – the goal is to minimize personnel costs at the expense of obtaining maximum benefits [7].

Researchers have tested the impact of these strategies on recruitment, training and development, and employee communications practices in Indian and British companies. The impact of all four strategies was significantly different in both countries due to the different content of human resource management policies [8].

Based on this fact, it can be said that the strategy selection is individual based on the company's business content and geographical location. Also, cul-

tural factors need to be taken into account, considering the fact that Great Britain, despite its size, has a similar culture, unlike India, which has a fairly high birth rate among people of different faiths and characteristics. At the same time, the economic strength of Great Britain and unlike lifestyle create different human values in companies. Therefore, the cultural values and characteristics of the specific employee should be taken into account during the formulation of the strategy. It is such human resource management issues that affect the quality of performance in the company that should be given attention.

Traditional, paternalistic, commitment and cooperation based strategies are also found in scholarly works [e.g. 3. 4]. However, we believe that these are more organizational strategies than human resource management strategies. The reason for such classification is the peculiarities and specificity of organizations.

Thus, the analysis reveals that human resource management strategies should be aimed at improving the relationship and communication between employees, which includes communication programs, trade associations, and the organization of periodic corporate events. All this will have a positive effect on the internal organizational culture, which, in turn, will improve the quality and reliability of communication between employees.

Conclusion: human resource management strategies differ from each other depending on the level of management, nature, and final result. Organizations take into account many factors, both internal and external, when choosing a strategy. In addition, the company's business strategy, budget, available human resources and achievable results should be considered. As mentioned, the use of so-called general and specific strategies has its own purpose. However, based on experience, there is no universal strategy, there are different directions in response to the challenges of the human resource management process.

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