

HUMAN CAPITAL MANAGEMENT IN CONDITIONS OF GLOBALIZATION

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(Review paper)

Almira Curri Memeti

University of Tetova, Faculty of Economics, Macedonia
Contact e-mail: almira.curri@unite.edu.com

Abstract

Globalization, the effects of which we feel and comment every day is first and foremost a consequence of the revolution in information and communication technologies. Nowadays, technology has now become the inseparable part of each of us. Beginning with the morning alarm and ending in accessing the online site for various reasons: each person has a target for the realization of which contributes technology. Under these conditions, the acceleration of the intellectual contents of the process of conception, fabrication and distribution of the product or service makes the economy and knowledge management an essential factor of development.

Increasing international competition resulting from this process is much stronger than the classic competition of the goods and products we have faced so far.

Global organizations are the bearers of the process and the effects of globalization, considering that with their business activities they bring the growth of goods and services exchange, intense movement of the factor of production, capital and information.

Organizations that work in the global world know that the potential for their success is usually dependent on their ability to attract, develop, and preserve talented workers. This paper analyzes the effects of globalization, namely the global environment of organizations, on the way of managing people (workers) in an organization.

Keywords: Globalization, organizations, people's management, technological development.

INTRODUCTION

1. Human Resources Management in the Global World

Managers of human resources, in today's turbulent environment, have a very important role. Hence, the managerial skills of the human resources come to full expression. Leadership today involves helping the organization in managing change, and it requires a certain ability to diagnose the problem, implement organizational changes, and evaluate the results. Changes often lead to conflict, resentment and confusion among employees. Human resource managers need to recognize the changes in the light of achieving success. Therefore, their role is great, such as in overcoming resistance to change, teaching employees to work in new, changing conditions, and in encouraging all kinds of changes. Research has shown that in

87% of companies, with organizational development and change, it was managed by the human resources management unit¹. In each field, even in the field of human resources management, technical skills are specialized skills in a particular field. In the area of human resource management, technical skills involve knowledge of the theory and practice of staging, development, rewarding, organizational design and communication.

To these skills it is necessary to add skills in knowledge of software operation and computer systems, as well as knowledge in the field of legal regulations in this area, which is updated on a daily basis.

Furthermore, when talking about managing people, as a term, we distinguish two basic paradigms: personal management and human resources management.

2 In the seventies of the twentieth century, the idea of personal management, which lived in large organizations, was seen in accordance with Taylor's work organization and scientific management. This function covered the area of recruitment and selection, payment, social care for workers, respect for the rules in then, the largest number of industrial organizations, trainings for the employees, as well as regulating the way of their departure from the companies (reduction of the labor force, labor surplus, retirement).

¹ R. Shuler, J. Walker (1990) *Human Resources Strategy: Focusing on Issues and Actions*, organizational Dynamics, pp. 5 – 19.

Most of these daily tasks were managed by a personal specialist, without the involvement of human managers. So, the set management function of the workers was reduced to performing administrative tasks, more or less in an administrative and bureaucratic way. Of course, personal or personal management was not without its critics. Thus, Peter Drucker was of the opinion that "personal administration", as he called this function, is a set of unrelated, individual, important activities.

Human Resource Management Policies and Practice, called Human Resource Management, originated in the late 70s and early 80s in the twentieth century in the United States. The emergence of human resources management represents a significant break with the paradigm of personal management. This way of managerial thinking has been influenced by a number of factors, from the loss of time in traditional mass production, to the impact of new technologies on working processes in a globalized environment. Namely, the managers became aware that the rapid development of technology, in the global competitive environment, will require continuous organizational changes, which implies the need for continuous learning and training of employees. Again, it is necessary for employers to have the ability to assess the need to train their employees and to invest appropriately in the advancement of their own and the skills of their employees. This led to strengthening the link between employees and employers. There has been a change, not only in the worker's work, but also in the work of the employer. Personal management could no longer respond to the new conditions. In a competitive global economy, with advanced and constantly changing technology and a better educated workforce, it was no longer enough to manage people responsively and passively. The competitive advantage is no longer coming exclusively from capital investments, but from human resources, which need to be managed proactively and strategically, of course, if the organization wants to be successful.

2 Henderson, I. (2008) Human Resource Management for MBA Students, Chatered Institute of Personnel and Development, London, str. 7.

LITERATURE REVIEW

Namely, evolution means changing and developing people. In the modern global world, a sustainable competitive advantage can arise only from their skills, experiences and creativity. In modern economics, it is relatively easy to secure capital based on good and clear ideas, but the management of human resources, for this idea to turn into a business and achieve a sustainable competitive advantage, is certainly the most important management challenge in the 21st century.

In today's knowledge economy, the competitive advantage in business is measured more by the invisible than by the visible assets of the organizations. Traditional factors of production - land, labor, and capital - have no more primacy in winning the competitive edge. As a result, organizations are increasingly investing in the creation and exchange of relevant knowledge. The author, who first saw the meaning that knowledge has and can have in creating economic benefits for the organization and society as a whole, and who designated such an economy as a knowledge economy, was the author Peter Drucker. In chapter 12 of his book *The Age of Discontinuity: The Guidelines to Our Change Society*, which is called the Knowledge Economy, Drucker focuses on the forces that change the economy of the present and create the society of the future, and as one of the main features of the new economy, Drucker emphasizes the knowledge and education in the center of the new economy, their implication of work, leadership and society as a whole, and of course, knowledge workers as carriers of all listed activities.

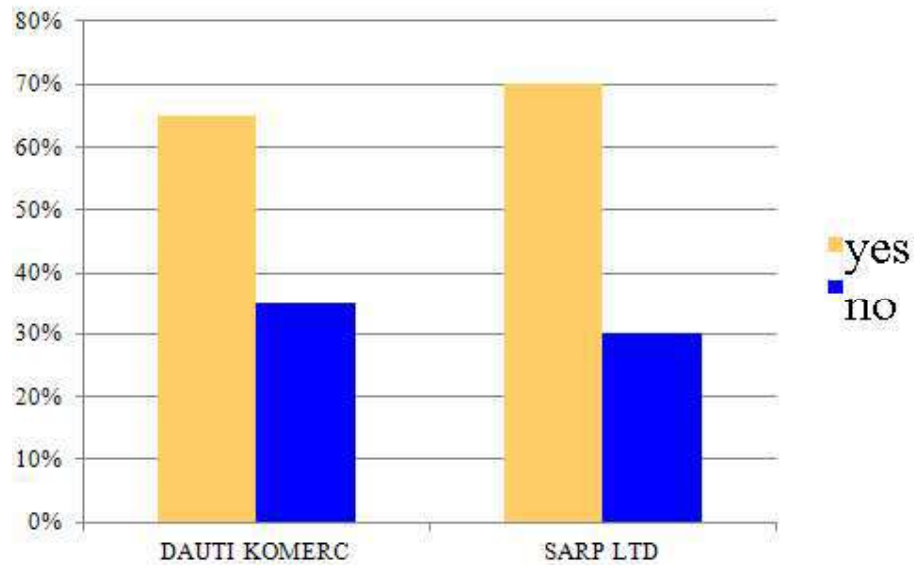
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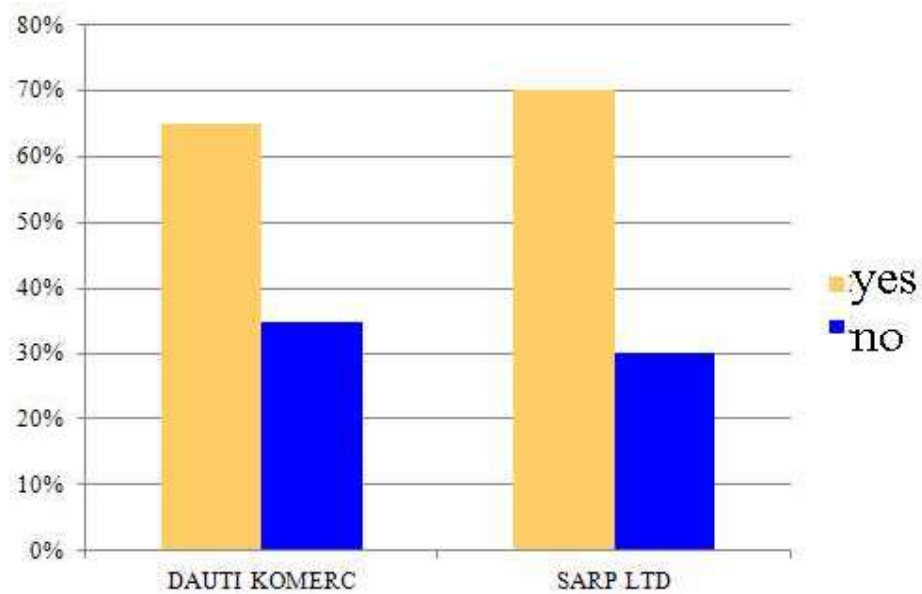
EMPIRICAL ANALYSIS

In this part of the paper will be presented the results of the empirical research conducted for the needs of this work, in the companies "Dauti Komerc" and "Sarp". The results are presented in graphs, and then in the further section of the paper they will be given their analysis.

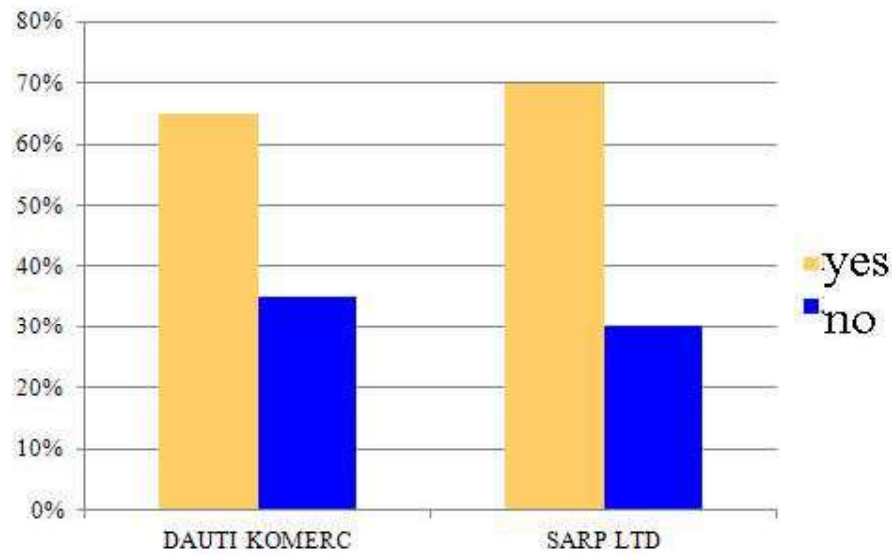
In the first question, "Are you thinking of compulsory professional education for candidates when you are vacant?", The following results were obtained:



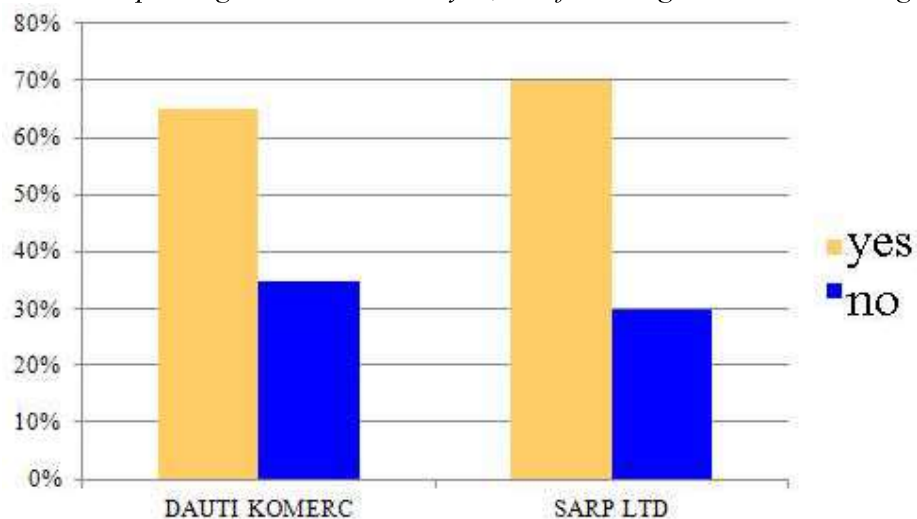
In the second question: "Does the professional vocational education of the applicant play a decisive role in employment?", The following results have been obtained:



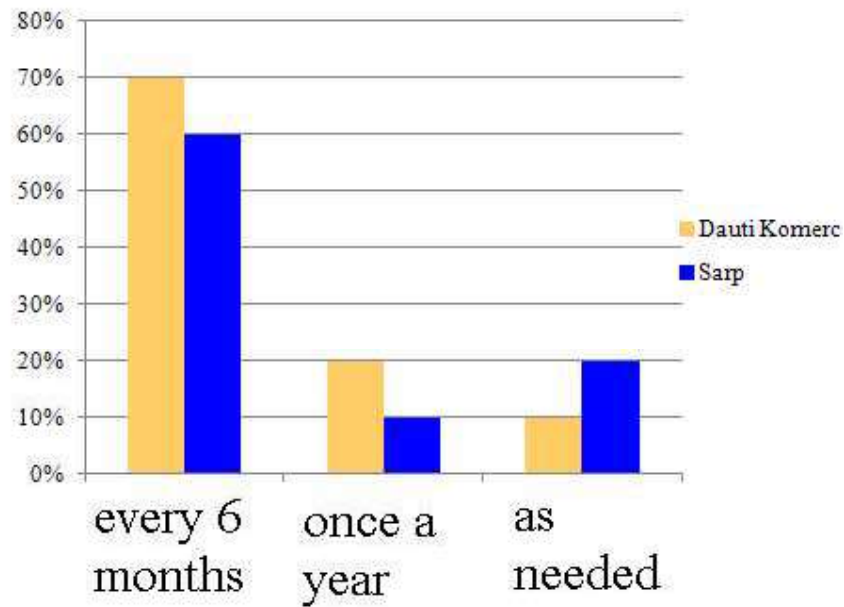
To the third question: "Are trainings conducted in the sphere of commercial enterprises accounted for the benefit of recruiting staff?", The following results have been gained:



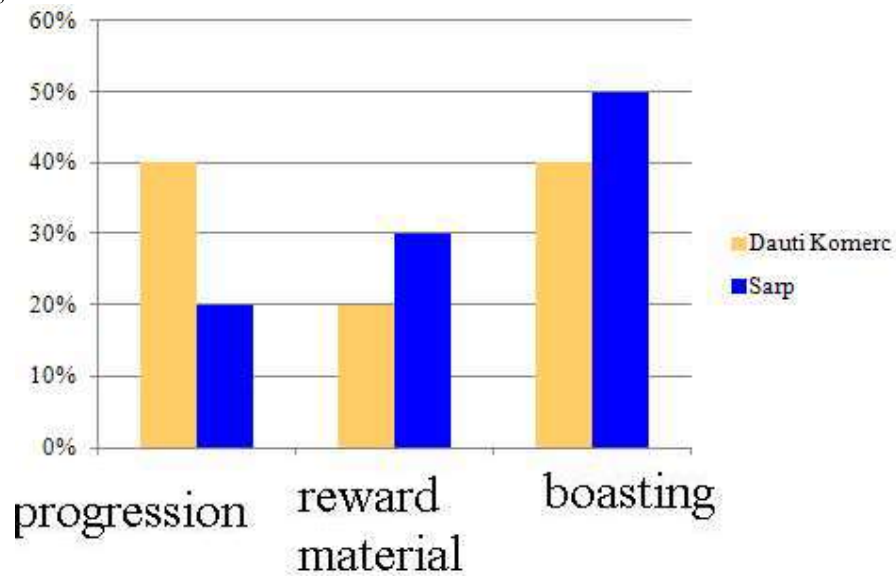
To the fourth question: "Do you consider that group training of employees in the enterprise can contribute to improving the overall activity?", The following results have been gained:



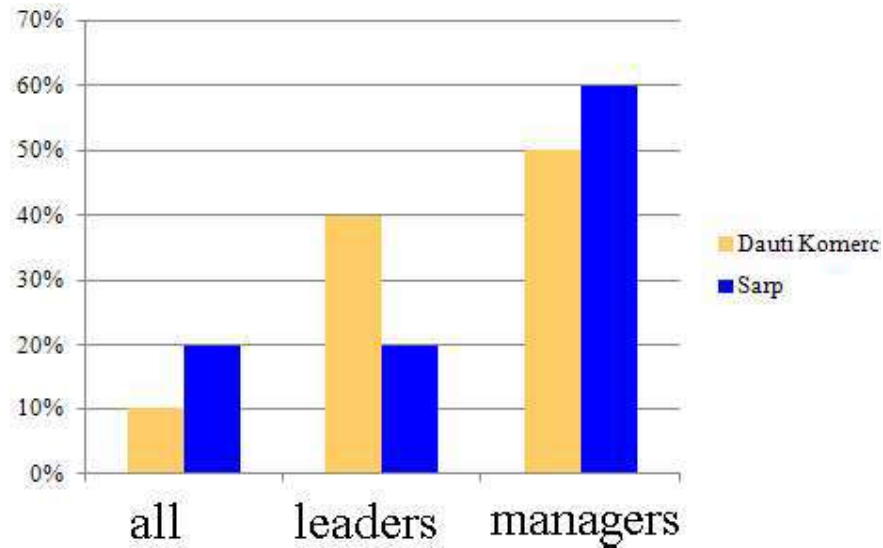
In the fifth question: "How often trainings for the employees are being organized by the enterprise?", The following results have been gained:



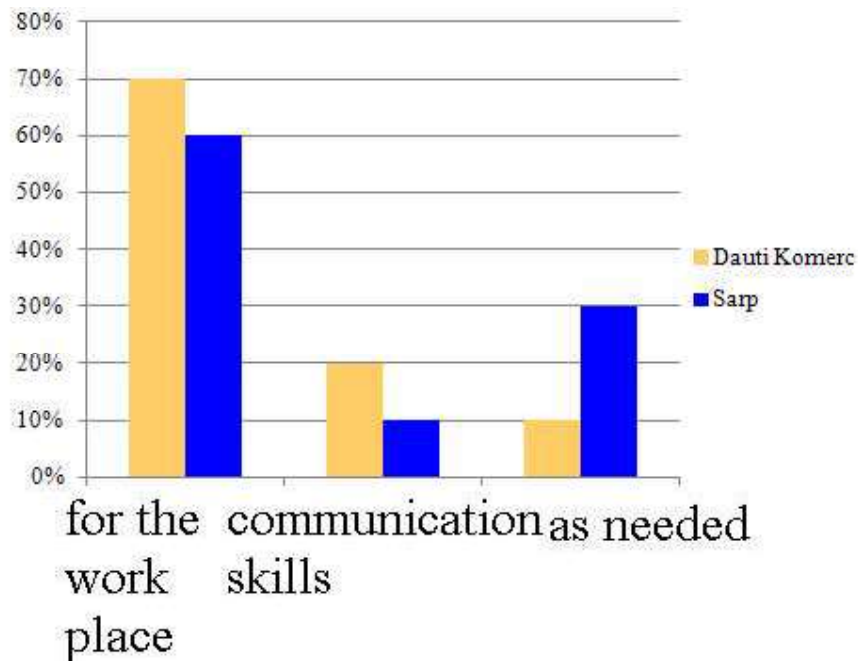
In the sixth question: "Which motivation tool is most often applied in your enterprise?", The following results have been obtained:



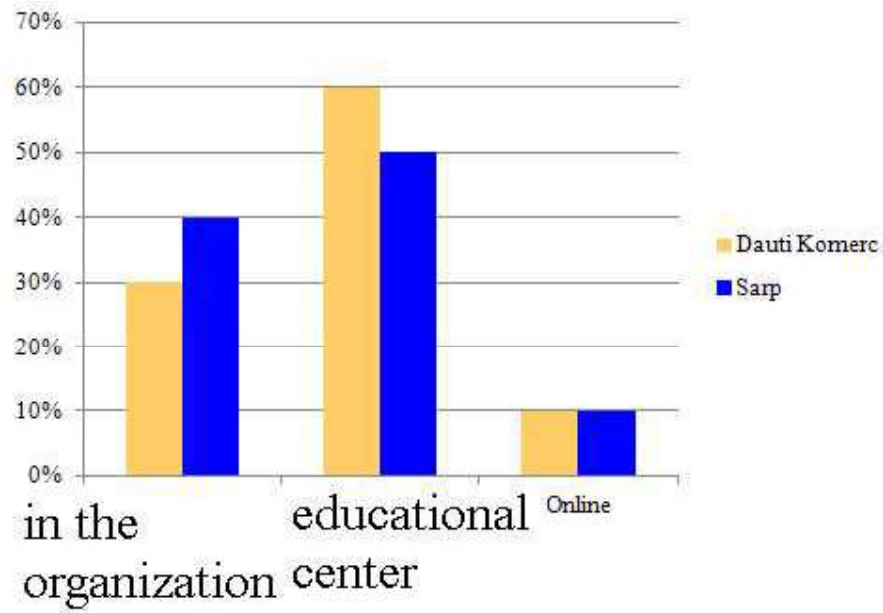
In the seventh question: "In which jobs are trainings most often organized?", The following results have been obtained:



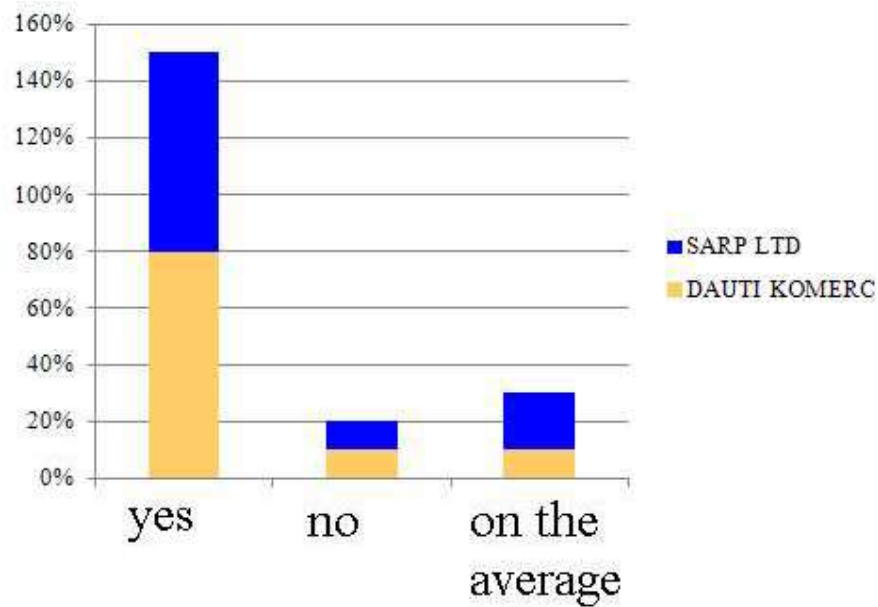
In the eighth question: "Which kind of training is most often organized for the employees in the enterprise?", The following results have been gained:



In the ninth question: "In which institutions are trainings most often organized?", The following results were obtained:



In the tenth question: "Are you satisfied with the effect of employees after completing the planned training?", The following results are obtained:



CONCLUSION

From the research for the purposes of this paper, it can be noted that the implementation of employee training, in accordance with the needs of individual work positions, has a major impact on the work, productivity and success of all the work in the organizations. Training is needed for all groups of staff, regardless of whether it is about employees, managers, leaders or supervisors, etc. The more attention is paid to the training of human resources in organizations, the greater will be the success, as well as the individual self-confidence and security of the employees in the performance of their duties.

Namely, global enterprises and organizations are strongly pressured by the need to simultaneously, equally and efficiently be managed in a global scale, given that for them, the whole world is a global and local market, as each market is composed of many different and poorly connected markets. It is precisely this need, at the same time to be both global and local, that gets a characteristic of the biggest challenge for the management of global enterprises. This requirement before managing human resources in global enterprises poses important challenges in terms of how it is to be achieved. The most important goals in the management of human resources in a global enterprise are the provision of a competitive advantage. Organizations periodically need to attract candidates for their current and future needs, but they need to be continuously trained and upgraded with new knowledge that would maintain the competitive advantage of enterprises in today's global environment. Only the organizations that responsibly relate to its employees, the market, the wider social community and the environment, send their employees a message to respect such behavior.

From the perspective of human resources management in the time of globalization, it is crucial to focus on the following conclusions and recommendations.

RECOMMENDATIONS

- Substantial changes in conditions of globalization, namely in the global environment, shape and characterize trends that have a key impact on the shaping of contemporary human resources management.

- Today, what we can be confident when formulating a strategy for advancing human resource management under globalization is that there are still many changes that can be incorporated into business activity.

- Motivation is now based more on less money values. The winning combination should have been - the organizations that work worthwhile and people worth employing.

- "Know-how" and "Producing knowledge" should be a key to the future of the individual, the enterprise, and the wider community, the peculiarities of those who are able to think not only today and tomorrow but also future. This is so because the development is not only measured by the resources that an enterprise has, but above all with the quality of the people that those tools discover, process and utilize.

- Each enterprise, even the aforementioned, basically depends on the quality of human resources it possesses. Utilizing those resources and investing in their capacity are key factors for development. This quality is not just a matter of formal knowledge, but also the development of the skills of active knowledge and attitude towards personal, creative and productive input into the living environment.

Recommendations:

- The purpose of the strategy to advance human resource management in conditions of globalization is to predict the future and create such jobs where one should be as good as it may be.

- Continuous education and training, as its important framework, the basis for the development of human resources as bearers of total success in society.
- Contemporary organizations should devote their resources (money, time, energy, information) to education, continuous training of employees and management of their careers.
- One of the fundamental problems faced by contemporary organizations is the adoption of a different business model, focusing on long-term frameworks rather than relying on performance and short-term effects.
- Corporate social responsibility is the key condition for a sustainable global economy, and therefore companies will have to apply it as a condition if they want to preserve the right to work in that global marketplace.
- The basic characteristic of the contemporary type of organization is decentralization, in which case it must reach to every individual, i.e. there must be a flexible internal structure with small organizational units.
- Discovery, development, custody, care and guidance for creating talents will be crucial for the success in each enterprise's business.

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IMPACT OF MIGRATORY MOVEMENTS IN THE ECONOMIC DEVELOPMENT OF THE REPUBLIC OF MACEDONIA

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(Original scientific paper)

Mahije Mustafi

Secondary Economics School, Gostivar, Macedonia

Contact e-mail: mahijemustafi@hotmail.com

Abstract

The migration process is a dynamic process, variable in time, which affects different layers of society. Migratory movements have multiple causes, be they economic, political, demographic, etc.

This study aims to show the positive role played by this phenomenon in terms of human resource development, reducing unemployment and professional training and intellectual and negative role as declining working-age population, the root of productivity, etc.

Some countries including the Republic of Macedonia continue to experience increased net immigration, exacerbating negative demographic trends. Mainly, the primary cause of immigration is the poor economy in Macedonia, the second is the corruption in economy that has invaded the country and the political instability of the country. During the past two decades the increase of the migration and changes in the characteristics of immigrants have impacted negatively on the country's population growth, demographic and socio-economic structure. Remittances can also affect several variables in determining economic growth. These transfers can have different effects on these variables, intermediate that are not playing the same role in economic growth. This paper will summarize some empirical studies that analyze the link of remittances-growth.

Keywords: economic growth, immigration, incoming migrant remittances, development, R. of Macedonia.

1. INTRODUCTION

Migration is a rather complex phenomenon that has very important impact on social, cultural and economic consequences that extend beyond immigrants and their family members to the country of origin. Recently, the impact of remittances on the economic development of developing countries has become a very important study topic because economic growth is a vital issue for these countries.

Globally, the number of emigrants in 2015 has been 244 million. Out of these, almost 58% were living in developed regions, while 42% in the developing regions.

The benefits of international migration to the countries of origin are mainly through emigrant remittances. So, every international emigrant from time to time supports the family in the country by sending money and goods.