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R. Sarvari

GurtamSoft LLC, Minsk, Belarus, renata.sarvari@mail.ru

HUMAN RESOURCE MANAGEMENT STRATEGY IN THE DEVELOPMENT OF CORPORATE CULTURE AND BUSINESS

In the article, the author considers the modern direction in staff hiring like Human resource management. This strategy allows you to comprehensively approach the issues of hiring staff in corporations, given the competitive market conditions and the needs of hiring companies. The study focuses on the category of human capital as the primary value and the source of the company's competitive advantage. There are considered criteria of motivation for inside employees, foreign experience in using the strategy and its effectiveness. The author's experience in information technology allows us to conclude the importance of using Human resource management in real business practice. Human resources policies should be closely aligned with strategic business planning and used to support an appropriate (or inappropriate) corporate culture for achieving high economical and non-economical results in a long term perspective.

Keywords: *human capital, human resource management, staff motivation*

Р. Д. Сарвари

ООО «ГуртамСофт», Минск, Беларусь, renata.sarvari@mail.ru

СТРАТЕГИЯ HUMAN RESOURCE MANAGEMENT В РАЗВИТИИ КОРПОРАТИВНОЙ КУЛЬТУРЫ И БИЗНЕСА

Рассматривается современное направление развития управления человеческими ресурсами Human resource management. Данная стратегия позволяет комплексно подходить к вопросам найма персонала в корпорациях, учитывая конкурентные условия рынка и потребности нанимающих компаний. Особое внимание в исследовании уделяется категории «человеческий капитал» как первостепенной ценности и источнику конкурентного преимущества компании. Рассматриваются критерии мотивации сотрудников на местах, зарубежный опыт использования стратегии и ее результативность. Авторский опыт деятельности в сфере информационных технологий позволяет сделать вывод о важности использования human resource management. Политика в области человеческих ресурсов должна быть тесно увязана со стратегическим планированием бизнеса и использоваться для поддержки соответствующей (или несоответствующей) корпоративной культуры.

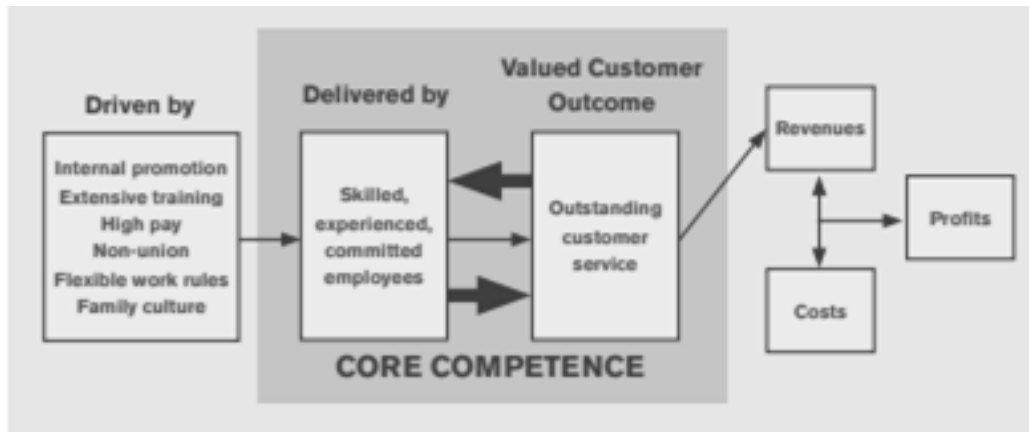
Ключевые слова: *человеческий капитал, human resource management, мотивация персонала*

Human Resource Management is a modern approach for corporate team development in order to achieve the set results. In our opinion, with competent human capital management in the company, the role of the algorithm is played by business strategies or management strategies that depend on many factors, ranging from the size of the company and its goals, ending with the scope of activities and values within the team. Management in a team, by definition, includes the process of interaction between members of an organization to obtain a specific result (in tangible or non-tangible terms). Therefore, in comparison with other contributions, the people who make up the team's a human resource (capital) are unique in terms of their aspirations, views, and perceptions. In this regard, current trends in the development of corporate personnel demonstrate the commitment of business owners to creating not just business, but also team relationships within corporations. Highly effective management is aimed at influencing the productivity of the organization and its employees. As a rule, the sectors of influence are indicators of quality and labor productivity, the level of customer service, the margin of the business and the possibilities for scaling it in the current or future period. Highly professional teams, when hiring employees and forming a team, use strict recruitment and selection procedures, extensive and relevant training and management development activities, incentive payment systems and performance management processes.

In foreign business, these practices have long been called high-performance work systems [1, c. 12], which include strategies that facilitate the involvement of employees, improving skills and motivation of staff. In this regard, it is especially important in corporate culture to create a human resource management strategy that is formed by HRM (Human Resource management) specialists – human resource management specialists. These departments, carrying out their activities, consider human capital in conjunction with business not just as current costs, but as a potential asset in the long term, as well as a source of value and competitive advantage of this company. Thus, when forming teams, these specialists form potential systems of potential candidates, which are an indicator of the commitment or non-commitment of a potential employee to this company. This essentially facilitates the adoption of a decision in favor of a candidate. Therefore, for HR strategies (human resources) it is important to simultaneously focus on building skills, motivation and organizational behavior within the company for the success of a business strategy.

In the 1970s and 1980s, Delta Air Lines became the leading US customer service airline [2]. The company's Human Resource Strategy (HRS) helped develop the skills, motivation and ability for employees to provide excellent customer service, which allowed Delta to attract business passengers who were ready to buy premium prices for trips. The success of Delta shows how important a staffing strategy can be, especially in terms of its impact on company performance (see Figure).

Analyzing the experience of Belarusian companies in the field of information technology, it is worth noting the similarity of strategies with the foreign human capital market. According to the author's experience, when hiring an employee for a company, the HR team carefully selects candidates to form a strong „family structure“ within the team, which will contain similar values and development plans, as well as potential for growth. As a rule, a basic information technology company has several fundamental values that enable it to have a competitive advantage in the form of a highly professional workforce:



Business model of Delta air lines in 1994

Source: [2].

1. The positive business reputation of the company both in relation to business partners and in relation to employees within the company.

2. A high rate of investment in staff training (both temporary investments due to internal resources training; and material, due to training with the involvement of external mentors).

3. The flexibility of HR structures in relation to the hired employees, that is, the non-staff personnel are given opportunities to optimize the work process with the assistance of the human resources team.

4. Internal systems of career growth (promotion), when the priority is given to the development of employee, rather than a person from the external labor market.

5. High coefficient of material compensation for labor, as well as numerous bonuses for added results in the process of work (KPI implementation, customer acquisition, increasing the margin of the business).

These factors contribute to increasing employee loyalty and commitment to their own company, which leads to a steady increase in the economic performance of the business and its marginality. In an article entitled „The Company of the Future“, Harvard Professor and former Secretary of Labor Robert Reich says [3]: „Everybody works for somebody or something – be it a board of directors, a pension fund, a venture capitalist, or a traditional boss. Sooner or later you’re going to have to decide who you want to work for“. In making this decision, you will want to join a progressive workplace that reflects values consistent with your own. A competent team building policy has led Google to increased employee commitment to business goals and increased productivity in the workplace. From Fortune to Mashable to Glassdoor, Google is consistently ranked as the best company to work for in the world. What truly makes Google a great place to work is the people. Google’s philosophy is that with the right tools, you can attract the best talent, and develop happier and more productive employees. With these HR efforts, Google’s leadership is recognized worldwide [4]. The current values of the corporation have led to the fact that each employee brings almost 1 million dollars in revenue and 200 thousand dollars in profit every year. The success of the company, formed by its team and a well-coordinated business strategy, allowed it to take 2nd place in the world among the most expensive brands in 2020, losing the first position to Apple [5].

An author's study allows us to conclude that human resources policy should be closely linked to strategic business planning and used to support an appropriate (or inappropriate) corporate culture. The above criteria help to take into account the social factor of business development, and at the same time create a healthy team atmosphere to achieve a corporate result. In particular, this is obvious in the sense in which the aspect of sustainability is considered within the corporate structure. Human capital is of paramount importance to the company and a source of competitive advantage. They can be effectively used in the consistent application of measures to stimulate responsibility. These relationships form the willingness of employees to be flexible in the interests of the organization, striving to achieve excellence and focused on adapting to changing conditions. Thus, forming value systems and beliefs in enterprises (in organizations), corporate governance focuses on relationships within the team to achieve stability and long-term working relationships. All this is reflected in the key indicators of the companies' activities, which allows them to function effectively within the framework of a certain competitive market to create a unique offer through the use of exceptional human capital selected through competent business processes and value systems in the company.

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Ю. А. Степанчук¹, М. Ю. Тенянко², Ю. Ю. Шинкарь³

^{1,2} Белорусская государственная академия связи, Минск, Беларусь, fdp@bsac.by

³ Институт бизнеса БГУ, Минск, Беларусь, lulala@tut.by

ВОПРОСЫ ПОДБОРА КАДРОВ В ПОЛИКУЛЬТУРНОМ ОБРАЗОВАНИИ

Рассматриваются вопросы подбора кадров в поликультурном образовании, ролевые компетенции преподавателей русского языка как иностранного и их особенности.

Ключевые слова: подбор кадров, поликультурное образование, поликультурное обучение, методика преподавания русского языка как иностранного, ролевые компетенции