

ORGANIZATIONAL STRATEGY OF HUMAN RESOURCE MANAGEMENT UNDER THE MODERN ECONOMIC DEVELOPMENT TREND

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The problem of the impact of economic and organizational trends on the human resource management is considered. The purpose of the article is to systematically analyze the paradigm impact of economic trends on HRM and determine the forward-looking HRM strategy transformation steps. The main levers of influence of trends on the HRM strategy are highlighted. The core issues facing the current organizational HRM strategy are described. Conclusions and suggestions to build sustainable competitive HRM strategy through dynamic capacity building, humanistic governance, ecosystem integration and digital transformation of the management system, in which the creation of the Digital Culture Development Center plays an important role are offered.

Keywords: human resource management; economic trends; strategy; practical challenges; transformation paths.

ОРГАНИЗАЦИОННАЯ СТРАТЕГИЯ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В УСЛОВИЯХ СОВРЕМЕННЫХ ТЕНДЕНЦИЙ ЭКОНОМИЧЕСКОГО РАЗВИТИЯ

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Рассматривается проблема влияния экономических и организационных тенденций на управление человеческими ресурсами (HRM). Целью статьи является системный анализ парадигмального влияния экономических тенденций на HRM и определение перспективных шагов трансформации стратегии HRM. Выделены основные рычаги влияния трендов на HRM-стратегию. Описаны основные проблемы, стоящие перед текущей организационной стратегией управления человеческими ресурсами. Предлагаются выводы и предложения по построению устойчивой конкурентоспособной стратегии управления человеческими ресурсами посредством динамичного наращивания потенциала, гуманистического управления, интеграции экосистем и цифровой трансформации системы управления, в которой важную роль играет создание Центра развития цифровой культуры.

Ключевые слова: управление человеческими ресурсами; экономические тренды; стратегия; практические вызовы; пути трансформации.

Since the 21st century, global economic development has entered an unprecedented cycle of change. The interweaving of technological revolution, deepening globalization, demographic transformation, and sustainable development demands has completely reconstructed the competitive logic and survival rules of enterprises. In this context, the functional scope and strategic value of human resource management are undergoing fundamental leaps.

This article aims to systematically analyze the paradigm impact of economic trends on HRM by integrating technical economics, organizational behavior, and sustainable development theory, revealing

the core dilemma of current organizational strategies, and proposing a transformation path based on dynamic capability theory. The research will provide theoretical support and practical guidance for the evolution of HRM from «functional specialization» to «ecological strategic partnership» by combining empirical cases of multinational enterprises with authoritative institutional data.

Results and discussions. The traditional HRM model focuses on transactional management as its core, with a focus on basic functions such as recruitment, compensation, and performance evaluation. Currently, its role has shifted from a «supporting department» to a «strategic decision-making center», becoming a key engine for organizations to cope with uncertainty and build core competitiveness.

Behind this transformation is the combined impact of multiple economic trends: artificial intelligence and automation technology have disrupted the supply and demand structure of the labor market. The World Economic Forum (2020) [1] predicts that by 2030, 30 % of occupations worldwide will undergo fundamental restructuring of their skill sets. Cross border capital flows and remote work technology have given rise to a «distributed labor ecosystem». OECD data shows that the proportion of full-time remote employees in multinational corporations has reached 42 % in 2023, a threefold increase from before the pandemic. At the same time, the influx of Generation Z and Generation A into the workplace has driven «meaning driven employment» to become mainstream. Deloitte's «2023 Global Millennial Survey» pointed out that 67 % of young employees consider corporate social responsibility (CSR) as their primary criterion for career choice.

However, the gap between theory and practice is becoming increasingly prominent. Although there is a consensus in academia on the strategic value of HRM (Wright&McMahan, 2011) [2], organizations still face three paradoxes at the implementation level: the ethical tension between the efficiency pursuit of technological tools and humanized management, the conflict between global talent allocation and local cultural integration, and the imbalance between short-term performance pressure and sustainable development goals. For example, McKinsey's survey of Fortune 500 companies shows that only 18 % of HR departments have established mature digital skills reshaping systems, while as many as 73 % of companies are embroiled in labor disputes due to data abuse. These contradictions expose the adaptability deficiencies of traditional HRM frameworks in dynamic environments.

Organizational strategy of HRM is affected by the 21st century economic development trends, namely technological innovation and digital transformation, globalization and labor market mobility, sustainable development and corporate social responsibility. Let's highlight the main levers of influence of trends on the HRM strategy.

1. Technological innovation and digital transformation. According to a report by McKinsey Global Institute, by 2025, approximately 50 % of global work tasks will be automated. This trend requires companies to redefine the "human-machine collaboration" model. For example, IBM optimized its talent matching algorithm through the Watson platform, reducing the recruitment cycle by 40 %. However, the application of technological tools has also led to the widening of the «skills gap»: the World Economic Forum pointed out that 150 million workers worldwide will need systematic skill reshaping in the next five years.

2. Globalization and labor market mobility. The maturity of cross-border capital flows and remote work technology has given rise to a «borderless labor market». According to OECD data (2022) [3], the proportion of cross-border remote workers among employees of multinational corporations has increased from 12 % in 2019 to 34 % in 2023. This liquidity requires the HRM system to have cross-cultural management capabilities. For example, Unilever has implemented a cross regional rotation system for key positions by establishing a «Global Talent Pool» to enhance organizational resilience (Sparrow et al., 2016) [4].

3. Sustainable Development and Corporate Social Responsibility (CSR). The popularization of the Paris Agreement and ESG (Environmental, Social and Governance) investment standards has made it necessary to incorporate human resource management into the dimension of sustainable development. Harvard Business School research shows that companies with comprehensive CSR programs have a 25 %

higher employee retention rate than the industry average (Porter&Kramer, 2011) [5]. A typical example is Patagonia incorporating environmental values into recruitment standards, requiring supply chain managers to possess carbon footprint analysis capabilities (Delotte, 2022).

The core issues facing the current organizational HRM strategy are following.

One is the structural imbalance between skill supply and demand. The rapid development of technology has led to rapid changes in the industry, and job demands are constantly iterating. According to a study by the International Labour Organization (ILO, 2024) [6], the skills developed by the existing education system lag behind market demand by 18–24 months. For example, during Siemens' Industry 4.0 transformation, due to the application of digital twin technology, about 30 % of frontline engineers were forced to switch jobs because they did not master the technology and had difficulty adapting to new job requirements, which had a negative impact on the company's human resource allocation and transformation progress.

The second issue is the failure of the Employee Value Proposition (EVP). Generation Z and Generation A have become the main force in the workplace, pursuing greater work meaning. According to Gallup's global survey, only 20% of employees believe that existing incentive mechanisms align with their own values. In the field of gig economy, this contradiction is particularly prominent. Taking Uber as an example, frequent driver strikes are due to the traditional performance evaluation system focusing only on task volume and efficiency, neglecting the needs of flexible employees for work autonomy, life balance, and reasonable compensation. This not only undermines employee motivation but also damages the company's operations and reputation.

The third is the data-driven decision-making dilemma. In the digital age, although HR Analytics tools provide data support for enterprise decision-making, the risk of data abuse is also increasing. Research from MIT Sloan School of Management shows that Amazon has overly relied on algorithms to evaluate employee performance, fired «inefficient employees», sparked legal lawsuits and ethical controversies, highlighting the lagging construction of the enterprise's data ethics framework. If not improved in a timely manner, enterprises will face legal risks, damage brand image and social credibility.

The forward-looking transformation HRM strategy covers several areas.

One is to build a dynamic capability system. Teece's dynamic capability theory proposed in 2018 provides a framework for HRM transformation, which specifically includes perceptual capabilities that can be captured in real time through labor market scanning systems such as LinkedIn Talent Insights. Capture capability, achieved through the establishment of a modular training system, such as AT&T's \$1 billion «Future Ready» project. Refactoring capability, utilizing agile organizational design such as Spotify's «Squad Model», enables HR to quickly deploy cross functional teams.

Secondly, humanistic technological governance requires institutional innovation to balance technological efficiency and humanistic care. The principle of «human oversight» proposed in the EU's Artificial Intelligence Act is of great reference value. In practice, Microsoft has established an AI Ethics Committee to ensure that recruitment algorithms avoid gender and racial bias.

Thirdly, social ecosystem integration creates shared value through stakeholder collaboration. The United Nations' Sustainable Development Goals provide action guidelines for HRM, such as Nestle's collaboration with local governments in Africa to provide agricultural skills training, which not only ensures supply chain stability but also increases community employment rates.

Improving the quality of life of the company's employee is associated with the digital transformation of the HRM, where personnel training is becoming the most important strategy problem, as the pace of introduction of new technologies outpaces the speed of digital receptivity of personnel. And staff unpreparedness, lack of motivation and low levels of digital sensitivity can be changed through continuous development, education and upskilling of employees. Digital transformation affects the process of finding and hiring employees, the process of training and developing talents, and the work environment itself (Мясникова О.В., 2024) [7].

The formation of sustainable and innovative companies provides an organizational and executive mechanism for digital development and transformation of the management system, in which the

creation of the Digital Culture Development Center plays an important role (Мясникова О. В., 2024) [8]. For the effective digital transformation of the HRM strategy in the context of creating the Digital Culture Development Center, we have identified the following strategic steps for its development:

1. Development of human potential through training and development of personnel for work in Industry 5.0 conditions, including skills in working with new technologies, decision-making in high-risk environments.

2. Hybrid form of work through a combination of virtual and real interaction, providing a digital opportunity for remote work and cooperation, based on the development of best practices, getting rid of the routinization of work through artificial intelligence and chatbots;

3. Collaboration, building partnerships, networking and self-management. Build a dynamic network of fast, agile, small, focused, cross-functional teams to collaborate on a common set of goals that are tracked and measured.

4 Creation of a flexible and adaptive infrastructure through the development of modern automated workplaces and production sites, operating mechanisms that make it possible to quickly respond to changes in the market environment, testing solutions at test facilities, in a virtual environment, with further scaling.

5. Manage risk and security by ensuring data protection, implementing cybersecurity systems, and ensuring a sustainable power supply of smart control systems.

Conclusion. Faced with the economic paradigm shift of the 21st century, human resource management must transcend traditional functional boundaries and become a strategic hub connecting technology, humanities, and sustainable development. Through dynamic capacity building, humanistic governance, and ecosystem integration, organizations are expected to build sustainable competitive advantages in the face of uncertainty. This transformation process requires both theoretical innovation from the academic community and practical exploration from the business community.

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