

Modern Human Resource Management Models: Values, Development Approaches, Transformation

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Abstract

Introduction. Changes in the basic concept of the company development, namely the shift of the emphasis from the goals of ensuring efficiency (productivity) to the systemic solution of the problems of the society, have become the basis for understanding the requirements for designing models of HR-management in modern conditions. The article investigates theoretical and methodological provisions of the company HR-management by designing and applying effective models, and proposes the algorithm for implementing transformation of the models in the context of increasing their efficiency. The purpose of this article is to develop a comprehensive approach to designing and evaluating the performance of HRM models. Results. There has been conducted the typology of basic models of HRM and their characteristics. Determining the stages of transformation of HRM models of the enterprise is important to identify model elements. This paper examines the HR models used by General Motors, Ford Motor, Volkswagen, Toyota, Nissan-Renault, and others. There has also been proposed the vision of the structural elements of the HRM model and the basic stages of designing HRM models.

Keywords: human resource management models; stages of transformation; model components; transformation process; role of staff.

1. Introduction

In the conditions of innovative economy, the personnel of the enterprise becomes of the particular importance for its development, because only this type of resource, in comparison with the material or the financial resources, has the potential to create innovations, and therefore provides the formation of competitive advantages. That is why, a constant search for new human resource management (HRM) models is being carried out both in science and in the practical sphere, what would maximize the economic effects of the use of labour not only in cost indicators, but also in the context of the enterprise long-term positions.

Initiative, creativity, complex vision of problems, support for transformations, self-development, etc. are a non-exhaustive list of characteristics of the workforce in the current conditions. Accordingly, we should note the change in the concept of the personnel management, and therefore, there should also be changes in management methods and models.

The complication of the importance of staff, a significant increase in the management needs for information on labour resources, necessitates the implementation of the long-term personnel policies by enterprises, an important component of which is the use of certain management models. That is why there is a real need to understand the theoretical basis for the development of management science and practice regarding the application of personnel management models and the

development of new approaches to their design, taking into account current economic conditions.

2. Brief Literature Review

Scientists have studied the question of ensuring the efficient use of company staff through applying certain management models quite seriously in recent years, and economic science has a number of systemic elaborations. However, the dynamics of economic conditions significantly broaden the target management tasks for staff, and therefore actualize further scientific research in this direction. In general, the scientific works devoted to the study of processes of improving the personnel management models should be divided into several main directions:

□ *Firstly*, the papers that form the understanding of the role of staff in the company development, and therefore form the theoretical basis for the development of the HRM models. In this context, we should point out the works of M. Beer [9], O. Nicolescu [29], T. Uryadova, T. Neshchdimova, others [38].

□ *Secondly*, the works that present methodological approaches and methods for improving the staff performance in general, in particular S. Jackson, R. Schuler and S. Werner [20], O. Nicolescu [29], T. Redman and A. Wilkinson [31]. The authors of the paper [26] consider that personnel management is an open system, and therefore they emphasize the importance of

taking into account the effects of internal and external factors. Another author's methodologically important conclusion is based on the understanding that high staff productivity is the basis of high financial and social efficiency of the company [22, 23].

□ *Thirdly*, the works that disclose the characteristics of personnel management models directly. The most significant are the works of M. Armstrong [4], C. Bailey, L. Gratton [6], C. Dubois, D. Dubois [14], I. Lapina, G. Mauranea and O. Starineca [26], W. Scott-Jackson and A. Mayo [36]. A comprehensive analysis of existing HRM models is presented in this study below.

3. The Purpose

The purpose of the article is to develop a comprehensive approach to designing and evaluating the performance of HRM models. In the process of achieving the objective it is necessary:

- to explore existing models in the context of identifying their strengths, weaknesses and key characteristics;
- to distinguish the components of modern HRM models, which are necessary for their effective application;
- to formulate the conceptual provisions of HRM models design processes;
- to structure the HRM models development process;
- to form the conceptual vision of the model transformation processes.

4. Methodology

Theoretical and methodological basis of the article became the fundamental scientific researches of specialists dealing with problems of personnel management. In order to solve these problems, the following methods are used: theoretical generalization, comparative and system analysis; scientific classification; etc.

5. Results

The theoretical basis for deepening the management theory in terms of modelling the human resource management is formed by the resource theory, the concept of sustainable development, the Balanced Scorecard concept and the position of the strategic management.

Resource theory (authors J. Barney [7], L. Dyerl and W. Burdick [13], R. Grant [19], B. Wernerfelt [41]), which is based on the comprehensive approach to the resources exploring, provides for their division into four groups with the key status: financial, physical, human and technological. Organizational and reputational resources of the enterprise are formed based on the key resources. The resources are recognized by the authors of the theory as the basis for the formation of sustainable competitive advantages of the company. In such circumstances, a comprehensive analysis of resources, including labour, forms the basis of important management decisions. It should be noted that the development (improvement) of many other resources depends primarily on the staff, their education, qualifications, competencies and thinking breadth.

The Sustainable Development Concept, formulated as the Agenda for Development of Society, had been embodied at the micro level (G. Atkinson [5], R. Baumgartner [8], C. Dubois [14], L. Dvorakova [15], E. Nicolaescu [30]), and thus businesses not only implement sustainable development management principles but also constitute the sustainability report based on systematic analytical procedures, including staff capacity. In the context of NRM, the concept means not only providing the safe working conditions, the professional growth and social protection for workers, but also investing in the development of human capital.

The Concept of performance measurement (The Balanced Scorecard) developed by R. Kaplan and D. Norton [21], ensured the understanding of the need to combine (balance) several groups of indicators, including: financial and non-financial; planned and actual; indicators that reflect short and long term goals; indicators that characterize the internal potential and the external environment, others.

The Balanced Scorecard serves as a comprehensive analytical tool for assessing the company performance, but changing approaches to HR management means that the performance indicator system must also be changed.

Separation of strategic management was accompanied by a change of the emphasis in management, in particular, R. Amit [1], M. Vochozka [23], based on a strategic approach, proposes to consider not simply resources, but the strategic resources, the formation of which is the basis of the company development in the long-term vision. Human resources have become strategic, and management research is increasingly related to staff and intellectual capital. However, the shift in understanding of the importance of this type of resource necessitates the deepening and methodological provisions of analysis and management. The implementation of the strategic approach in practice means the formation of a set of strategic guidelines and targets, which should have, including, quantitative justification, first of all, regarding human resources. The implementation of the strategic approach to HR management is justified in T. Agarwala [2], P. Vardarliera [40]).

All of the above reflects the main trends in the development of economic science theory and confirms the importance of applying new approaches to personnel management.

The following important scientific area to consider in this study is the development of the theory of human resource management directly. This area of management science aims, among other things, to understand the methods and approaches by which personnel management is carried out. The evolution of HR-management, and methods of management consequently, is presented in paper [12]. The application of quantitative methods, which was integrated into the macro- and micro-paradigms of human resource management, is systematized in [32]. The detailed classification of techniques of HR-management and techniques according to functional areas of activity of staff is presented in paper of O. Nicolescu [29], T. Uryadova [38]. It is the understanding of the methods of HR-management that allows outlining the subject field of the research of modelling processes.

Directly the methods used by scientists in the process of monitoring the effectiveness of systems and models of HR-management, as well as in general, the modern concept of analysing the systems presented in paper by V. Anderson [3], S. Sardak [33], N. Gluhenkaya [18], C. Valentin [39].

The development of human resource management is coupled with management procedures for other functional areas of the company. Therefore, P. Brewer, K. Brewer [10] examined the relationship between human resource management and knowledge management, on the basis of which there is a systematic perception of knowledge organizations that are important for business development in the current environment.

The quintessence of the development of the HR-management theory and the improvement of the study methodology of the effectiveness of management are the models that reflect the processes of the human resources management from the point of view of their performance and the influence on company results [23, 25]. In order to determine the directions of model transformation, it is necessary to generalize the characteristics of the existing ones.

A sufficiently detailed review of human resource management models is presented in M. Armstrong [4], C. Bailey, L. Gratton and others [6], I. Lapina, G. Mauranea and O. Starineca [27]. The generalized characteristics of the basic models through the prism of their advantages and disadvantages are given in Table 1.

Models	Basic principle	Advantages	Disadvantages
The matching model (the Michigan school) [17]	The achievement of the organization's goals is ensured through the effective management of the basic functions of the staff.	HRM modelling is a cyclical process in which separate functions are considered in the context of achieving the goals of the organization.	The limited list of the functions of HR models is allocated: staff selection, use, development, evaluation and remuneration.
The Harvard model of HRM [3, p. 9.]	An outward-oriented approach, which takes into account the interests of stakeholders, consumers, other organizations, and society.	HR-management measures are seen as a system based on strategic goals and improve organizational performance.	The model uses the concept of staff only from the standpoint of resource approach.
Contextual model of HRM [3, 28]	It is based on the identification and investigation of the effect of external environment, including social, institutional and political factors.	Provides adaptation of the human resources management system to the environment in which the company operates.	Insufficient attention to the company's ability to develop human capital in accordance with the requirements of the environment.
The 5-P model of HRM [34]	HRM is seen as the result of the action of 5 key elements: philosophy, policy, program, practice and process.	The model is based on the study of the interaction of 5 elements of "P" and their integrated impact on the company results; an understanding of the complex interaction of elements is formed.	The model is internally oriented and does not take into account the development of theory, practice, and environment.
European model of HRM [11]	It is based on the cultural and political economic and social diversity of the European space, which is also characterized by the high labour mobility.	Allows to structure the environment and to set its requirements directly to HRM, which are being transformed into HRM strategies and practices.	Diversity in cultural and legal conditions in different countries requires the using of different approaches to HRM.
SHRM-based model [35]	The model is based on the recognition of the key role of HR strategy and practice in the development of the company strategy.	Choosing a company competitive strategy determines the content of the strategy and practice in the field of HRM.	The influence of many other factors is ignored.
SHRM-based model of HRO performance [16]	The model is based on the justification of the human resources development strategy, which enhances the reliability of their behaviour and therefore the reliability of the company.	The model builds causations between the reliability of the organization and the content of the staff development strategy.	The performance of the company depends on the action of many factors, not just approaches to staff development.
The integrated model [10, 37]	The model is based on the integration of knowledge management and HRM to generate competitive advantages in the knowledge economy by extending traditional HR management to learning and knowledge management.	Implementation of the principles of knowledge management in the HR-management system became the basis for support of innovative activity.	The conditions of knowledge creation by the system are not defined.
Holistic Human Resource Management model [26]	HRM is an open system, whose operations are in close conjunction with the organization's internal and external environment.	Holistic approach includes economic, ecologic, social, political and cultural aspects.	Too much attention is paid to the environmental analysis when staff development requires appropriate internal transformation.
Model of strategic HRM for Organizational Sustainability [14]	The model is aimed at implementing sustainable development principles into the HRM system, i.e. combining the stakeholder interests with the environmental drivers.	The model defines the main directions of HRM transformation in the context of ensuring the sustainable development of the company, the main emphasis is placed on the social responsibility.	The three driving factors that determine the need to move organizations to sustainable development principles are considered: lack of natural resources, increased pressure from stakeholders and the need for transparency.

Table 1. Characteristics of the basic models of HRM

Thus, the HRM model is a combinatorial combination of the basic functional spheres (aspects) of the staff use at the company, the graphical expression of which is a structured and logical scheme of blocks that reflect complex processes of HR-management and coherence of all components.

HRM modeling is a way of transforming human resources into a functioning of company, in other words, it is the construction of the company's future results.

Summarizing the approaches to HR management in modern conditions, the following basic morphological units of the essential component of HR modelling should be distinguished:

- as a *state* that reflects the relationship of separate functional elements that influence the external environment on the quantitative and qualitative characteristics of the personnel potential of the enterprise, which in turn determines other components of economic potential;
- as a *process* that is causality changes in the development and use of human resources of the company;

- as a *set of measures* that can be used to monitor threats, minimize risks to the efficient use of human resources.

Synthesis of advantages and disadvantages of the presented list of models allows to establish the following basic characteristics and features of the processes of their construction:

- *firstly*, high dynamism, the number of models formed by scientists and tested in practice demonstrates the dynamics of evolution and the continuity of the process of finding new approaches and constructions;
- *secondly*, the integrated nature, the process of designing HR-management models should be considered in the context of the development and improvement of the company management system as a whole;
- *thirdly*, the need to apply a strategic approach and target the long-term goals of company development;
- *fourthly*, the obligatoriness of taking into account the factors of the internal and external environment dynamic interaction which shape the requirements for staff;

QUALITY MANAGEMENT

- *fifthly*, the aggregate character, as each successive model uses the positive characteristics of the previous ones and ensures their development;
- *sixthly*, each model is based on the use of a certain principle of construction as the basis, the change of which

occurs with the change of theoretical concepts.

Understanding typical models and their characteristics allows us to distinguish the stages of model evolution, for what it is proposed to use the coordinates "basic business concept" and "main accents in the HR-management system" (Fig. 1).

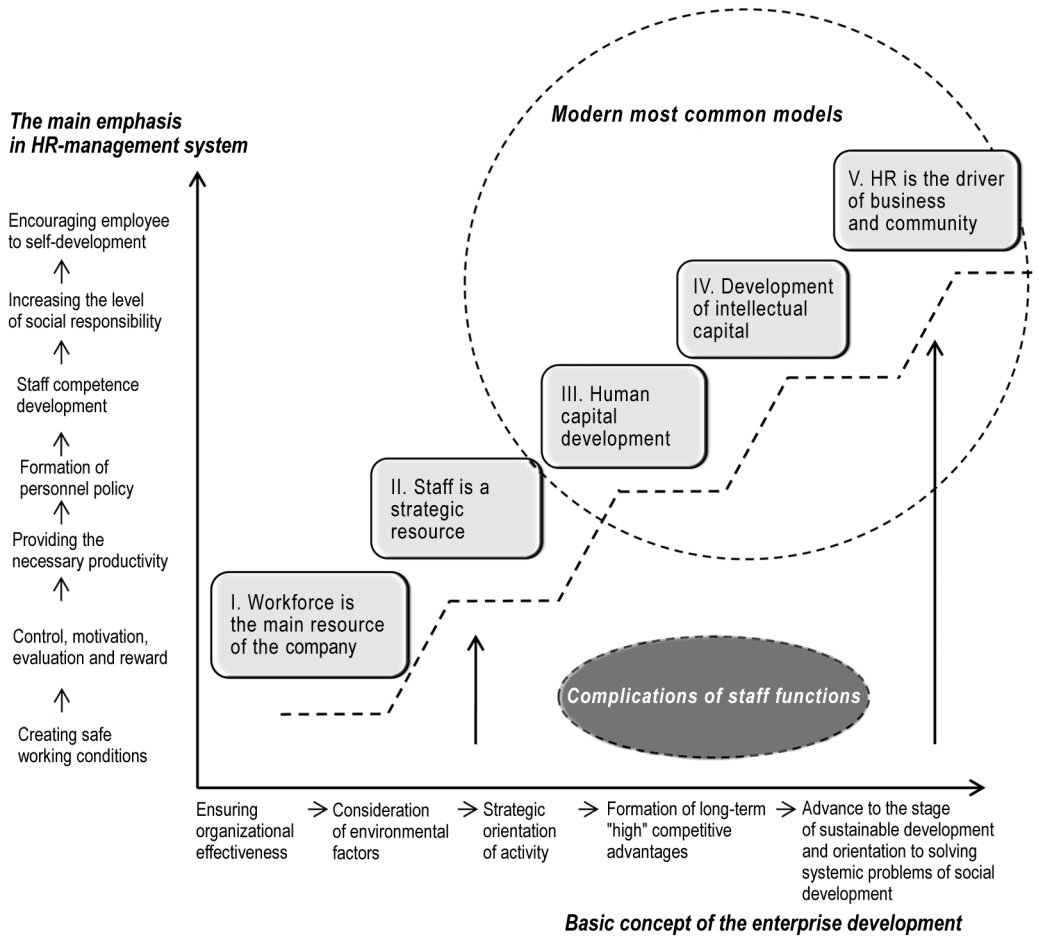


Figure 1. Stages of transformation of HR models of the enterprise (Source: developed by the authors)

Changes in the basic concept of the company development, namely the shift of the emphasis from the goals of ensuring efficiency (productivity) to the systemic solution of the problems of the society, have become the basis for understanding the requirements for designing models of HR-management in modern conditions. Changes directly in the HR-management system, where priority is given not to motivation and control, but to the formation of worldview look on each employee's need of self-development should also be considered as systemic. The study of the logic of these relationships allows arguing that the basis of the company development processes is the change of functions performed by staff. Innovation is the driver, but innovation depends on the staff creativity.

Staff was seen as the main productive (work) force at an early stage model development, the responsibility of the owner was solely to create safe working conditions. The implementation of the strategic approach to management practices has shifted the emphasis towards understanding the importance of applying a long-term approach to HR managing as well, the basic principle of which should be the development of intellectual capabilities.

In the current circumstances, the employer seeks to gain a much greater result than the simple tasks completion. Initiative, creativity, integrated vision of problems, support of transformations – these characteristics require complex efforts and effective HR-management, including by seeking the new models. A key vector of transformation of HR-management models is the development, change and complication of staff functions,

which is confirmed by the phasing in understanding the meaningful characteristics: "workforce – company staff – human resources – strategic resources of the company – intellectual capital of the company". However, the complexity of the functions performed by the staff requires employers to change the HR-management policy, the content of which is summarized in the models.

The process of finding a new, more effective HRM models is driven by many factors, understanding the nature of the impact of which is a bases of the search for new approaches to the processes under study.

The main ones in current conditions, in our opinion, are:

- the globalization and internationalization of the production, which lead, on the one hand, to the unification of the conditions of the operation of companies. Therefore, the positive experience of some corporations, including HRM models, is quickly implemented in practice by others. On the other hand, to intensification of migration processes that are accompanied by distortions in the labour markets of certain countries;

- the innovative activity of the business environment, which in the conditions of modern scientific and technological progress depends on the staff creativity, and therefore the creation of conditions for the comprehensive development of intellectual potential and entrepreneurial vision have become prominent, rather than the functions of control or evaluation;

- the dynamics of the external environment and increasingly difficult environments of competition, that determines the dynamics of processes of improvement of HRM models;

□ the instability of economic development, which is increasingly manifested not in separate regions, but is widespread in all regions of the world, and therefore the dynamics of supply and demand in the labor markets of individual countries is characterized by the increasing level of synchronization. The cyclical economic development, which also manifests itself in the emergence of crises and inflationary processes, leads to certain disturbances in the system of motivation and stimulation of staff work.

The synthesis of the stages of model evolution and taking into account the challenges that operate in today's context allows formulating the characteristics of an effective HR-management model, which in our opinion should be:

□ comprehensive, that is, to ensure the allocation all functional areas of the staff usage in the company, which require regulation of actions;

□ adaptive, that is, to have resolution ability to provide all the necessary functions or to be complement by new elements without transformation;

□ universal, that is, to be characterized by a high level of compliance with the requirements dynamically changed and complicated;

□ balanced, i.e. to ensure the coherence of interaction and development of the elements;

□ productive, to be focused on achieving performance targets in all areas of the company functioning.

In order for HRM to provide fulfilment of the whole set of

functions, it is advisable to consider the following approaches in the process of its development:

□ **a philosophical approach** defines the need to formulate a company's development philosophy that, among other things, regulates the company's philosophy regarding personnel, which should be considered as an important component of modern HRM models;

□ **a strategic approach** ensures the development of a HR-management strategy on the basis of determining long-term strategic priorities for the company development that raises the importance of human resources to the level of the strategy;

□ **a socially-oriented approach** based on the sustainable development concept, which defines the whole range of issues related not only to social policy-making, but also to ensuring full range of the human rights complex and transformed company into a moral authority;

□ **a globally oriented approach** reflects the international dimension of the activity of the company and provides for the extension of HRM principles to all divisions.

In order to form a comprehensive vision of the processes of transforming HR models, the presented theoretical statements should be supplemented with the generalization of practical experience. This study examines the HRM models used by General Motors, Ford Motor, Volkswagen, Toyota, Nissan-Renault, and others.

Table 2 summarizes the proposals for the constituent HR models that will take into account the existing theoretical value and the challenges that exist in practice.

Model components	Functional designations	Measures within the functional sphere
The company's philosophy regarding to the staff	Staff is a driver of the company's innovative development	To formulate the basic principles of philosophy
Corporate culture	An exemplary corporate culture creates an open work climate that is characterized by mutual trust and collaboration. Forms guidelines for ensuring improved outcomes of the staff functioning.	Formation of a world-class culture for creating the employees' innovative ideas; Development of the corporate code of ethics; formation of corporate values; Development of the models of HR behaviour in the process of performing the production tasks; Ensuring diversity and equal opportunities; Image formation of «Employer attractiveness»; Promotion of transparency.
Safety and health conditions	Ensuring continuous improvement of working conditions of the staff, preservation of life and health	Development of preventive measures and healthcare
Providing employees with tangible and intangible (including financial) assets	Provision of employees with modern equipment and technologies; Provision of remuneration in accordance with socio-humanitarian needs.	Providing the high level of capital-labour ratio; Creation of modern working environments; Greater participation and individual responsibility.
Management of human resource flow	The main goal is to receive talents and maintain a stable composition of highly qualified employees	Expand channels of information and involvement of potential staff; Planning of requirements in employees, recruitment, employment, promotion.
Ensuring efficiency	Development of competencies of all categories of personnel; Creating an innovative working environments Personnel management 4.0.	Adherence to principles: dedication, competence, consistency, cost-effectiveness, creativity. The following tools are used: - innovative practices on the shop floor for factories and offices; - greater participation and individual responsibility; - technology interpretation with a focus on employees; - creation of modern working environments; - digitalization of personnel instruments; - improved data transparency for employees.
Compensation, stimulation, motivation and encouragement	Salaries, bonuses, payment of sick leave, workers' compensation and insurance	Pay systems and benefits
Evaluation of the staff performance	Application of the methodology of the complex estimation of the staff efficiency, which enables the company to react in time to the influences of factors of micro- and macro-environment, to make effective managerial decisions on personnel and that, in turn, will ensure successful development of the company.	Systematization of indicators that can be taken as a basis for analysing the staff performance.

Model components	Functional designations	Measures within the functional sphere
Social policy and social responsibility	Regulation of social-labour relations in the context of raising the level and improving the working and living conditions of the personnel, improving the level of social protection	Care, health improvement of the staff, non-state pension provision, children of workers, cultural work, organization of public transport.
Professional development opportunities	The goal is to engage and prepare employees for future changes.	<ul style="list-style-type: none"> - Development and implementation of the corporate programs to improve the qualification and competencies of the staff; - Developing the diverse talent through career development; - Realize Everyone's Potential; - Systematic management of HR transformation; - Better, skills-appropriate deployment of employees; - Access to additional upskilling opportunities.

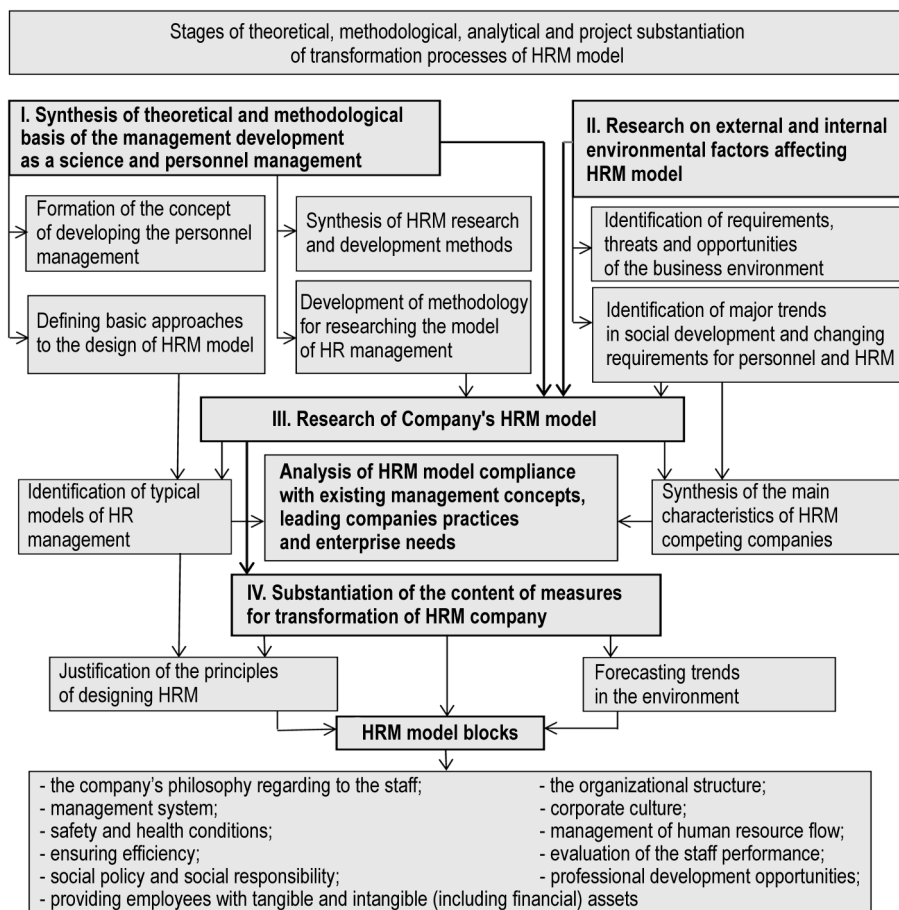
*Table 2. HRM model components
(Source: developed by the authors)*

The proposed vision of the structural elements of the HRM model and the main measures to ensure the performance of their functions allows to state that the models are an important and effective means of ensuring the effectiveness of HR-management.

Due to the fact that there can be no universal models for all companies, there is a need to develop a comprehensive approach for designing and improving existing ones, which, based on generalization of options, will allow to form a vision of the logic of processes and take into account the specific conditions and features of the company functioning.

In doing so, it is proposed to use the complex, integrated and process approaches, when the basis is not the characteristics of constituent models, but the process of designing, evaluating the efficiency and transformation of existing models into new ones. Accordingly, the HRM development process is a purposeful, consistent, holistic, integrated process of finding such combinatorial characteristics of the HRM system that would ensure the company's development in all functional areas and aspects.

The basic stages of designing HRM model are presented in Fig. 2 and described below.



*Figure 2. HRM model transformation process
(Source: developed by the authors)*

The first stage provides for the synthesis of the theoretical and methodological basis for the development of management as a science and HR-management, which will enable:

- firstly, to establish the content of the basic theories that define the conceptual vision of HRM processes and allow them to establish their key characteristics;
- secondly, to identify the main methodological approaches

that are used to investigate HR-management issues;

- thirdly, to synthesize HRM research methods and to develop a methodology for analysing the performance of existing models on this basis.

The second stage is the study of external and internal environmental factors that directly or indirectly affect the HR-management process, in the context of identifying the

requirements, threats and opportunities of the business environment, which determine the goals of the enterprise development and personnel characteristics that meet the requests of nowadays.

The third stage (analytical) should be seen as the key for information support of management decisions on improving HRM. The evolution of the theories and concepts in HR-management, their implementation within the framework of the analysis methodology allow us to study the current HRM model in terms of determining its relevance to the theoretical concept and requirements of practice, i.e. internal conditions and external challenges and to determine the feasibility and direction of transformation.

The fourth stage involves defining a set of measures for transformation of HRM model of company. The success of this stage largely depends on the connection with the previous ones: on the basis of the synthesis of the theoretical basis for the development of HR-management, the basic principles of HRM model design are formed; elaboration of existing methodological approaches allows to form a complex methodology and to generate sufficient amount of information; the study of external and internal environment factors of the enterprise allows to predict future trends of development, and therefore requirements to HRM model.

In a generalized form, the process of theoretical, methodological, analytical and project justification of the transformation processes of the HRM model is presented in Fig. 2.

The presented structural-logical scheme of transforming the HRM models will allow reformatting them in accordance with the content of scientific theories, to take into account modern methodological approaches, to form and use comprehensive information, to predict the development of economic processes in the context of improving the efficiency of HR-management and increasing its comprehensive impact.

6. Conclusions

In general, the article investigates theoretical and methodological provisions of the company HR-management by designing and applying effective models, and proposes the algorithm for implementing transformation of the models in the context of increasing their efficiency.

The management goals that relate to the staff in modern conditions are quite complex and require a balance of the processes of restoration and preservation of the quantitative and qualitative staff composition in accordance with the needs of the organization itself, as well as the creation of highly productive and highly professional teams, which are able to respond flexibly and adequately to the changes in the micro and macro environment. Businesses try to meet these challenges with the help of HRM models, which are built on the basis of management theory and taking into account the best practices of the leading companies.

Modelling of HR-management is carried out on the variant basis and requires constant adaptation of the applied models to the conditions of functioning and the features of the company itself. In this context, the authors propose the approach to the transformation of personnel management models, which provides a synthesis of the theoretical and methodological basis for the development of management as a science and personnel management; studies of external and internal environmental factors affecting HRM; research on HRM of the company and its competitors substantiation of the content of the measures for the transformation of HRM model company.

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