

DEFICIENCY AND RECALIBRATION OF HUMAN RESOURCE MANAGEMENT PRIORITIES IN AN ECONOMIC CONTEXT (LOOKING AT PROBLEMS FROM ACADEMIA)

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Abstract: Human resource management theory, commonly known as Human Resource Management (HRM), is currently looking for different concepts to find ways to stabilise employment relationships in the current "turbulent" economic environment, which is also marked by the aftermath of the Covid-19 pandemic. One possible way at the corporate level is the importance of the human factor, i.e. in particular the qualification and flexibility of workers as an effective corporate response to crisis phenomena in the economy or society. This view of the important role of employees in the economic prosperity of the business is not, of course, current news. It can therefore be defined that the main factors of the economic prosperity of the company are not physical, i.e. invested natural resources and capital, but the human factor. Building on this premise, the area of human resources management can be derived from the practice of capital investment, which has always followed the future of the business and is based on the situation it was in and where it wanted to go. In a sense, part of running a business should be the process of partially relocating company funds to staff training and qualifications. The employee development and care factor are increasingly seen by economists as a tool for the company's profitability and growth. In the economic context, in international relations, the issue of education and development is addressed, among other things, in the framework of economic diplomacy. Economic diplomacy is, in the simplest definition, the economic dimension of foreign policy, when this foreign policy, as part of diplomacy, means many uses of economic relations not only for the development of companies. It can be defined as facilitating access to foreign markets for domestic firms, attracting foreign direct investment to the nation state, and influencing international rules serving the national interest, in a wide variety of ways, including education. In modern economic diplomacy, which is now quite broadly defined, the tools can be used in a wide variety of ways. The work of trade diplomats can then be better viewed in various processes, for example in advice, representation, but also in trade and investment promotion and foreign direct investment. Such economic diplomacy already has a managerial dimension and a trade diplomat can, with the right management, focus on promoting international trade. The economic diplomat is then not overwhelmed by technical fields, science, research, tourism and can easily increase the efficiency of his work.

Keywords: corporate environment; economic diplomacy; Employment Branding; human resources management; staff qualifications and flexibility; staff training.

1 Introduction

In both theory and practice, there is at first glance a dichotomy problem, which is referred to as the hard and soft version of human resource management. The hard version of HRM considers employees as an equal factor in the production and delivery of services in the same way as land, labour, capital, and technology. The workforce is planned and adopted rationally, deployed as needed, and mechanisms are set up to "get rid of people quickly" if necessary. Businesses place emphasis on shaping the organisational structure, control costs while keeping staff numbers as low as possible, and their marketing strategies adapt to market demand. Managers have unilateral decision-making powers vis-à-vis employees, the value of people derives from their ability to perform according to the requirements of the business. All personnel work is aimed primarily at increasing the company's competitiveness. The focus is on the rigorous monitoring of staff performance, strict discipline, in other words the interests of the organisation to some extent outweigh the interests of workers. While this concept of human resources management may be effective in some areas, it can cause negative phenomena in the long term in the form of staff dissatisfaction and ultimately lead to staff turnover. This version of HRM can also put businesses in dispute with trade unions and, in many cases, is not "compatible" with ongoing state interventions and labour market controls. The fact remains that almost every work process or service provision cannot be designed and implemented to eliminate the need for initiative and cooperation from employees. In this context, it can be recalled that, in the economic reality of developed countries, there are still, to put it mildly, two models that are "trying" to solve the labour problem. The first approach is professionally called "Nike," whereby a group of entrepreneurs and marketers develop a particular market plan and design for the products or services they introduce to the market. They order the production of these products from outside firms and then trade either on their own or with the help of specialised traders. The second approach is called "Microsoft" where, apart from management, the company only holds a very narrow pool of professionals with

the relevant know-how. The selection of these employees is strictly exacting according to the measurable suitability criteria of the candidates for the development and innovation of the intended products. Other activities such as manufacturing, marketing, logistics and trade are internalised. These entrepreneurial approaches are often driven by efforts not only to minimise costs, but also to avoid solving staffing problems in the employer-employee relationship.

The soft version of HRM is mostly prevalent in business organizations and service-oriented businesses. Human resources managers support the development and motivation of workers. Companies are building their competitive advantage precisely in a high-quality workforce that is responsive to customers and tries to address their needs. For the most part, these organizations have maintained certain rules, values, and ethical standards in their activities. Management and worker relationships are more based on trust and partnership. This approach is understood by business and individual workplaces as a coherent, harmonious entity. Businesses value quality work performance but at the same time try to help address workers as well as their personal and social needs. The central line of this system is the delegation of authority and responsibility to the lower parts of the proceedings, except for specific individuals. Employees are expected to be more involved in achieving the organization's goals, and more willing to perform work tasks often beyond normal duties. It should be remembered that a soft style of managing people has its costs and its challenges. It represents, among other things, the need for permanent training and learning in workplaces, deepening in-house communication through deliberations and meetings, promoting teamwork, and finding ways to maintain sustainable interpersonal relationships in the business. In particular, the risk of a soft approach is that higher staff costs can threaten a company's competitiveness.

In terms of a company's competitiveness, international global relations are also important, because in the national market the competition from firms is not nearly as strong. Slovenian economic diplomat Gorazd Justinek (in Van Bergeijk, Peter. A. G., 2019, p. 30) points out that the evolution of economic diplomacy at a time of economic globalisation, which is in many ways complicated by external factors and brings more often negative consequences to society, is uneven. The current evolution of economic diplomacy is being shaped and co-created by many new stakeholders in the age of globalisation. These new parties are both new media and new technologies including the financial and commercial parts of the process.

If we were to consider the measurability of competing, it is precisely any competitive rankings that can offer a wide range of assessments, both entire national economies, as well as of individual firms and the business environment. The most famous are rankings from the institutions of the Institute for Management Development IMD or the World Economic Forum. These institutions use both soft and hard data, as a mix of institutions, policies and factors that determine a country's productivity and can make comprehensive assessments. Even closer to the business environment and corporate culture, the Ease of Doing Business Index was created by the World Bank, which significantly influenced corporate and investor decisions until 2022.

2 Defining the concept of personnel management

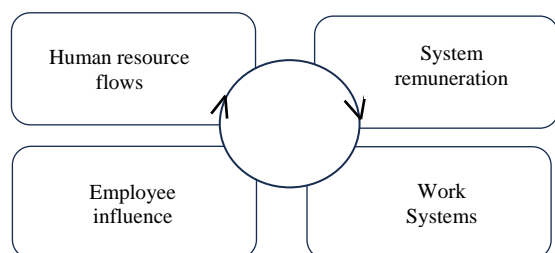
In human resources management theory, the question of the content of corporate personnel activities and their arrangement is discussed. With a certain amount of simplification, it can be said that there is a so-called Universal Conception personnel management and a concept sometimes called Best Practises. The universalist concept bets on the selection and combination of proven approaches and actions to ensure high worker performance. Hermann (2007) conducted so-called meta-

research, comparing the results of 55 researchers on various "proven" techniques of personnel work in both US and European enterprises between the years 2000 and 2005. More than two-thirds of this research confirmed a positive correlation between the training provided to employees on the one hand and the increase in labour productivity on the other. Ninety per cent of research has provided clear evidence that high-quality and functioning remuneration schemes lead to a reduction in unwanted staff turnover. Interestingly, the different forms of teamwork in the business more than half of these researchers have an ambivalent relationship to the higher performance of employees. Research has also shown that in several cases, management, support, cohesion of work collectives is leading to the achievement of projected objectives, i.e., people "coming together" and working more effectively. On the contrary, some research has shown that the firm's push for more cooperation between teams has led to conflicting results, in particular the strengthening of negative target attitudes and relationships between collaborators. Generally, it is difficult to identify applicable personnel labour practices within this concept in all the situations in which an enterprise finds itself. Examples of proven universalist, i.e. generally applicable activities are provided by Boselie (2005). This involves targeted staff selection, regular performance evaluation, or conceptual qualification training. The universalist concept presents a somewhat open question of HR management theory.

An interesting link between personnel management and economic theory is within the theory of efficient pay. The concept has long been well explored by various authors, such as Solow, Zellen, and Katz. Katz (Katz 1986, p. 235-290) stipulates that it is useful for businesses in a market environment to set and pay a wage that is higher than the one balanced on the labour market. He calls such a wage efficient and expects an increase in employee productivity with it. The company hires a worker in such a way that it is unable to verify the productivity and quality of the employee in advance, also fluctuating workers is costly. The premise of the theory is that the worker makes his or her own decisions about the effort, and the sense of proper treatment and pay has an impact on both performance and effort. In view of the presence of involuntary unemployment, the economic situation is such that workers are willing to work at a lower wage, but companies do not want to hire them, as this would reduce wages for existing employees and could lead to a drop in productivity and consequently increase the costs of the company. But such a situation is inappropriate. Katz (1986) assumes that efficient wages stimulate long-term contracts. Overall, wage efficiencies, higher than equilibrium wages, are a gain for both workers and employers, who also benefit from long-term wage contracts.

The concept of Best Practises, representing a volume of four main practices of personnel management, is by the authors Schuler, Galanta and Jackson (1987). It should be noted that this is one variation of the composition of a functional entity in human resources management, taking the form of a Lauergram, i.e. a regularly distributed set of elements that are of "equivalent" importance to the functioning of the whole system.

Fig. No. 1 Lauergram in human resources management (adapted)



Source: Schuler, Galanta, Jackson (1987)

According to the authors Schuler, Galanta and Jackson (1987, p. 62) the human resources management system is thus articulated, and "traffic-spinning" geared towards an effective relationship of personnel costs and professional competencies, people's performance, and commitment to enterprise. Human resource flows form the first (but also the last) part of the cycle and involve selecting and recruiting staff, deploying them, promoting them, evaluating them, educating them, including terminating employment relationships. Pay schemes then include salaries and wages, employee benefits and bonuses in order to recruit, motivate and stabilise valuable workers. The system of work, according to these authors, is made up of separate units of standards and various processes in companies, which are aimed at creating and defining work tasks, using people's creative work following the application of information communication technologies. The area called "Employee Influence" is a particular feature of the concept. The authors believe that the company (as a certain peak of human resources management) needs to be built alongside formal management and decision-making structures as well as another "voluntarily delegated level of competence, responsibility, power and the possibility of employee involvement in decision-making". In this context, it is emphasised that this part of people's leadership is indispensable in crisis situations, when it is frequently disrupted, the official organisational structure collapses, and there are various disputes over powers and responsibilities between separate parts of an enterprise or individual managers. One can agree with this view that the recent coronavirus pandemic has shown a number of up to "primer examples" of chaotic crisis management, not only at the level of businesses but also at the level of state authorities.

Human resources management represents, in theory and practice, a whole complex of different corporate, organizational activities from selection and hiring, through their adaptation, training, pay development, and work performance promotion. It is reasonable to assume that this system (like other social systems) contains various deficiencies, i.e. deficiencies or outstanding problems. One of the objectives of this study was to identify these deficiencies for further, detailed scientific research investigations. A research investigation conducted under the name "People management" by the Central European Higher Education Alliance (www.ceua.cz) in 2020-2021 also had this exact sub-goal. The authors of this study were part of a research team. The investigation took place in the form of focus group in two rounds and was aimed at identifying and assessing human resource management issues in the transition of economies in selected central and eastern European countries. Focus group participants included 18 academic staff from a total of 13 universities from a total of 8 countries, excluding the Czech Republic, and these were schools from Slovakia, Poland, Hungary, Ukraine, Slovenia, and Croatia. They were teachers and scientists from the education sectors of the corporate economy and personnel management. In an online discussion, experts have formulated their views on the changes underway in human resource management in the corporate sector in both industry and services, largely in market-oriented organisations. In other words, the facts established tell us about reality through the views of academic staff. This starting point must be taken into account when interpreting the significance of the issue..

3 Specifics of the human resource management challenges

Respondents to the above research investigation in their contributions paid particular attention to certain situations in HR management, which need to be more reflective in theory. From their point of view, these particular points can be made.

The problem of indecent remuneration of managers

The problem is widely known, and there are a number of hard data to prove its topicality. Participants in the discussion are quoted by Jean Pisane Ferry (Project Syndicate, 2014), a French economist, who has for several decades highlighted inequalities in managers remuneration in state-owned companies. At Peugeot, for example, 10 senior executives have a salary of around 5.5mil. Eur a year, a worker of the same company would have had to

work for that sum for over 240 years. The problem is global, with calls in many countries for regulation of managers remuneration, especially within state and semi-state enterprises, where managers can often agree and award hefty bonuses. The problem is with us, too. Many state-subsidized enterprises, for example, have people with more than half a million monthly salaries in charge of Czech Railways. The problems of disproportionate and extremely high rewards also affect athletes, artists, etc.

The Problem of Corporate Boss Psychopathy

Colleagues at Focus group point out that there is a range of relevant and representative research confirming that around 20 % of chief executives of different firms show signs of psychopathy. Typical traits of a psychopathic personality are inability to empathize with employees, superficiality in judging things, seemingly quick decision-making, arrogant and overly sovereign actions, and behaviour. The opinion of Australian psychologist Nathan Brooks (2021) from Bond University is quoted as saying that the percentage of psychopathic business leaders is only slightly smaller than among incarcerated people. It is clear that these psychopathic traits often appear as the impact of performance pressures and the subsequent burn-out of managers.

The Problem of the Poor Workers

Accompanying features of today's society include the fact that there are people living and working in each country whose income is only just above the limit of a viable life. We are not talking about pensioners, but about people who work in a variety of low-skilled professions, but their remuneration is enough to rent housing with services, food and other strictly necessary expenses (in the Czech Republic, this amounts to a gross monthly wage of 16-18 thousand crowns). (CSL, Household Consumption Expenses, 2022) These people have problems with, for example, buying clothes, attending cultural performances, holidays etc. In their lives, they are literally balanced existentially between a "normal life," living in a grey economy and living on welfare in a social exclusion. Our terms and conditions account for 13 % of all employees, according to the statistics. (CSL, Household Consumption Expenses, 2022) It is interesting that the practice of these salaries is introduced in particular by some foreign companies, such as Amazon, as some of the debaters have said.

The problem of little social recognition of manual, physical work

Again, this is a Europe-wide and partly a global problem. Most parents in our country and in other developed countries strive to ensure that their children have, as high as possible, a university education. In other words, white, not blue, collar status is vastly higher in society. Craftsmanship is considered inferior, socially intolerable. In practice, this situation is reflected in the very low interest of both young people and their parents in the craft professions. This is also happening in circumstances where a shortage of such workers leads to higher earnings for existing ones. The mantra of "sophistication" and distaste for physical labour is leading advanced countries to import this labour from abroad.

We consider warning of these problem situations to be the subjective opinions of the respondents to the research. However, the discussion also highlighted that these topics form a taboo of both theory and practice. The next stage of the research investigation discussed the current problems of HR management in the current situation of the economy and in terms of the functioning of the labour market in individual countries. Focus Group participants across schools and countries agreed on the need to recalibrate (reconfigure) HR management priorities, both in businesses, institutions, and other organizations. The following opinions and arguments can be mentioned from the topics.

3.1 Enterprise human resources management priorities

In particular, businesses should prefer these measures in human resources management.

Strengthen employment branding of companies

Stein (2013, p. 86) is understood by Employer Branding to mean "Creating a clear employer profile in order to present itself as an attractive employer in the labour market". The author sees an analogy with building an unmistakable brand for business products with the life of an employer's brand designed for the target groups of desired employers. An undertaking in competition must secure a competitive advantage in the labour market. This is largely in the view of our colleagues involved in the inquiry into the imperatives of HR management at the present time. In a number of cases, these are concrete actions undertaken by the company in the area of worker education and care, in the form of various bonuses and benefits for prospective employees. Nonetheless, it is a wider issue. Bergdolt (2014, p. 154) understands "building a business brand as a complex process involving, on the one hand, personnel planning and finding the strengths of the business and, on the other hand, objective criteria for assessing work performance and respecting the needs and requirements of all professional groups of employees". The Focus group took the view that businesses should in particular strengthen the so-called Employer Value Proposition (EVP) or the employee's so-called value proposition, which involves creating plausible indisputable acts that affect both the company's inner life and its public presentation. Colleagues are of the opinion that the firmness, viability, and acceptability of the company brand is shown especially in various crisis situations. Many businesses will not be able to avoid job cuts, changes in the remuneration system and other negative steps in their development, where the trust of employees or those around them to lead and damage the organisation's so-called goodwill may suffer.

Enrich approaches to staff selection and deployment

Stein (2013, p. 100) sets out "classic" criteria for assessing the capacities of prospective employees in their selection. This is mainly the expertise given by completed institutional education and other, especially professionally oriented education. Other criteria are the candidate's physical and psychological state, psychomotor skills and other requirements that arise from the specifics of the production or services of the organisation. Thomson (2007, p. 109) discusses the process of selecting and deploying workers, the nature of which is inherent in the characteristics of work activities. The author builds on the "ensemble" created by Hackman and Oldham (1976), which forms diversity, identity, prominence of work tasks, autonomy, and feedback of an employee's work performance. In this context, it sets out ideas for how to develop these characteristics of work activities and ultimately increase productivity at work. These personnel management tools include "...work rotation, increasing the authority, responsibility and therefore identity and importance of workers, the creation of autonomous working groups and quality rings in the company". Discussing participants in Focus group largely agreed on the knowledge that the classic scheme for selecting and deploying workers known as Selection Criteria - Characterization of jobs and occupations - Hiring a particular worker in a given position is now no longer sufficient for the problems of the current labour market. Today, it is very difficult for a particular individual to meet all the selection criteria while at the same time meeting the requirements within the characteristics and associated entitlements to perform specific work activities. The problem is that while a worker does not meet some of the criteria and requirements, their qualities are elsewhere and therefore cannot be used within the job. Or a situation arises where the worker overfills some of the criteria and requirements and the result is the same. In this context, colleagues in academia write about the need to introduce the so-called Tailored Position (TP), or jobs literally "tailored" to some of the selected applicants for a job at the company. In essence, it is about creating jobs that are

compatible with the skills and experience of those interested in working in the business. In other words, in a particular company, a system of well-defined criteria per employee and categorical duties can be supplemented by a loosely defined system of jobs and roles tied to the professional and personality competencies of the people selected

Diversify business education more widely

Discussions around the education system in a business environment are quite rich. On a professional level, and this has been confirmed by the research carried out, business education can be understood as part of the management, economic and social cultural processes in the business. Oleksyn (1997, p. 9), which characterizes the essence of company training as *"increasing (updating) theoretical and practical knowledge, as well as developing the psychophysical characteristics and common behaviour of employees needed or useful in professional work, in such a way as to prepare for the good fulfilment of job roles in the future, as well as expanding the content of the work and the adoption of new organisational roles and the development of an organisational culture"*. Tight (2002, p. 33) states in this context that the main problem of business education is called Vocational or Liberal (vocational and liberal, respectively broadly focused). The authors of this article are aware that the terms liberal and vocational education are, of course, emotional, and ideological. Rather, the nature of the problem lies in the individual level, i.e. whether a particular worker needs more career-specific training or general (humanitarian) focused training to support their working capacity. According to the authors, such a differentiated approach to employees is essential and understandable. Employees may have different individual profiles. It is now common place in the labour market for some jobs to be held by people whose previous education and experience may be different from the field in which they now work. For this reason, it is necessary to give them priority for vocational training. On the other side, there are people in companies with the appropriate professional basis, whose level in so-called professionally independent, transferable skills (for example, working with ICT devices) needs to be strengthened with the help of their participation in specialized courses. A majority of focus group colleagues were in favour of a broader breakdown of business education and training activities, which would not only apply to specific professions, jobs, and roles. Businesses should think more about finding their place in business education, for example, with courses that increase employees' financial and health literacy. At the same time, it should be noted that alongside this opinion, eight colleagues expressed some scepticism about the potential effectiveness of business education in relation to the development programmes of organisations. In this view, there are large financial costs involved in company training, which do not always translate into increased staff performance. Furthermore, colleagues highlighted the problem of protecting these investments, as an employee can put newly acquired knowledge or knowledge of working practices into service when changing jobs with another employer.

Business education has a clear link to the socioeconomic environment. If a company is willing to train its employees, it is always because it is sure that investment in employees and thus in its own company will not be lost, the state's institutional background will be preserved and probably improved. The state has the legitimacy to positively influence corporate investment in this regard, both by increasing the credibility of institutions and by state intervention in economic diplomacy in an international context. Export promotion agencies are a positive support to companies for further training in export activities. Martin Dvorak (Markova, Havlova 2020, p. 9) stresses the importance of the workers of state agencies, namely CzechTrade, CzechInvest, Czech Tourism and the Czech Centres, where state employees are prepared to support private companies, which can also benefit from some support services of these agencies free of charge

It is evident that these three topics, which in the opinion of most academic colleagues, participants in the research inquiry believe could be at the forefront of business management priorities, are in themselves only partial issues. Still, strengthening the organization's brand as a reliable employer, having some flexibility in determining the workload of employees, or seeking effective training activities to support employee performance are "constants" in the personnel management system. In general terms, however, it is the area of human resources in a business that is very often subject to different changes, otherwise people are treated by a business in a stage of growth and development, otherwise in a crisis etc. We see differences in approach to the human agent in a large company compared to a medium or small company. In general, personnel activities should form a particular system within a given company or organisation, with sub-elements in the form of the selection of workers, management of their adaptation, choice of method of remuneration, education, development etc. The human resources system should be flexible, responsive to the situation in and around the company, which is particularly relevant to the choice of enterprise personnel policy priorities.

4 Focus Group outputs

In the context of the focus group discussion, it is possible to mention two minority views that were discussed. One of them is on a theoretical level, and it was two colleagues who came up with it. This is the role of the human resources management system in shaping the company's so-called capacity. The concept of capabilities is referred to as *"skills and mechanisms required for the integration of tangible and intangible resources for the benefit of the firm as well as as a means of transferring and using knowledge in the firm."* Authors Pisano, Teece and Shuen (1997, p. (32)) characterize the concept of dynamic capability (dynamic capabilities) as *"the ability of a firm to integrate, build and reconfigure internal and external competencies with an emphasis on a rapidly changing environment"*. Other authors Morris, Snell and Wright (2005) distinguish creative and integrative in the context of the analysis of international human resources of capabilities. The creative capability of companies, according to these authors, is an international experience in business, company relationships in the social environment and the behaviour of the company in the market. Integrative capability is the firm's *"absorption capacity"*, i.e. whether the firm is capable of innovating in technology and technology and translating their manifestations into corporate culture and internal social and cultural relationships. The built and available resources of businesses are important in this context. Overall, resources in the corporate environment can be divided into tangible ones, which are machines, technology, finance, etc. Furthermore, the resources of the enterprise are of an intangible nature, such as corporate culture, reputation of the business, patents, industrial designs, managerial skills, etc. The colleagues in question understand the process of creating capability as a measure of control and integration of material and intangible resources, i.e. some connectivity of technology, technology and the human factor in the business. A problem suitable for further research investigation, however, is the measurement of the rate of capability achieved, noting that it can be difficult to set any standards, to identify indicators that influence the *"positive"* state of the business. In other words, HR management as a science, should move from a theoretical and hypothetical grounds to specific exact conclusions. In their research, the aforementioned colleagues worked, for example, with parameters for the degree of manufacturing equipment with technology combined with the development of skills, knowledge, and skills of the workforce. These examinations show that the firm's improving technical equipment should be correlated with higher investment in staff training. This increase in the cost of physical and, by extension, human capital should lead to a change in certain economic indicators, in particular turnover, the percentage of profit from funds contributed or net absolute profit (after tax) per employee. The view of the company's capability can be supplemented by analyses of the number of employees and their breakdown into production (services), administrative part, management structure, sales etc. The fact is that every business, especially in a market

environment, deals with the added value of its employees, examines the level of wage costs to labour productivity and is still moving towards the profitability of both technical and human resources work. Capability is largely a theoretical construct that shows a broad spectrum of all factors influencing human work, i.e. management and development of employees.

The second minority view was provided by three colleagues and represents an unusual and rather practical view of the role of human resources management. Businesses, organisations, and institutions have developed a range of ways, techniques, methods and forms of work within business education such as seminars, conferences, discussion forums, roundtables, panel discussions etc. These intangible products can be used as relatively effective instruments of economic diplomacy. British economic diplomats Nicholas Bayne and Stephen Woolcock (2011, p. 108) define economic diplomacy with the help of three elements, facilitating access to foreign markets for domestic firms including education, attracting foreign direct investment to the nation state, and influencing international rules serving the national interest, in a wide variety of ways. On a general level, economic diplomacy can be seen as the activities of individual countries in the context of "attracting" foreign investors to the national economy. The states, and here we are talking about the countries of Central and Eastern Europe in particular, are becoming active actors in this sphere. The essence of economic diplomacy is understood in the context of marketing communication, presentation, and educational activities. However, from the perspective of colleagues, the state as a subject of economic diplomacy is not a homogeneous entity. This activity is carried out by consultancy centres, investment organisations, businesses, their associations, or non-profit organisations. Respondents pointed to the fact that individual actions under economic diplomacy, but also the overall quality of the human resources management system, are the "flagship" of countries' economic policies. Human resource management systems in enterprises represent "public value" and the first line of economic diplomacy mechanisms. In this space, according to respondents, there is a great potential for improving economic processes at national, European and global level.

Swiss diplomat Olivier Naray (in Van Bergeijk, Peter. A. G., 2019, p. 126) stresses that, in the current modern economic diplomacy, tools can be used to better organise the time and role of commercial diplomats within the processes of advising, representing, but also promoting trade and investment. Such economic diplomacy already has a managerial dimension, and a trade diplomat, based on good management, can devote what is important to him to his core business, which is to promote trade. It is not overwhelmed by technical areas, science, research, tourism and can easily increase the efficiency of its work, thanks to efficient management.

The state has a variety of tools in this sphere to support entrepreneurs. These are not only activities to promote training in companies, but also activities to promote the value of exports, which are a common goal for increasing the competitiveness of the state. In economic diplomacy, many instruments that are useful for economic development can be applied. Instruments of economic diplomacy are an important component of operating within diplomacy. These instruments are a link between classic economic policy tools and those used in diplomacy. In recent years, it has become increasingly apparent that there is a shift away from positive instruments to boost economic growth within liberal relations to negative ones. Negative instruments are used within protectionism to achieve the aim of protecting the domestic market. The simplest tool is such a duty, but it can also be different sanctions or boycotts. Negative economic diplomacy, in turn, greatly aids in addressing critical influences from the outside.

5 Conclusion

This article focuses on the issue of the systemic management of human resources in the corporate environment at national and international level. Focus Group's investigation was aimed on

the inner operations and quality of personnel activities. In the discussion forum, the trend was confirmed that in personnel management in the current business environment of European countries, it is not just about ensuring a person's basic needs, but also particularly about acknowledging the performance of the worker and his contribution to the success of the organization. An increasingly important role is played by the personality of the worker, or by his or her personality preconditions for the performance of his or her profession and job position. Workers increasingly understand work as part of self-fulfilment, often more important to them than pay, a good atmosphere at work and the sustainability of people-to-people relationships. Fellow academics also highlighted the importance of the working environment, i.e. the location of the work place, in particular how much space the individual will have available, lighting, air conditioning, social facilities, dining room, showers etc. Companies often reach out to employees and try to make spaces where employees spend a lot of time improving and, as they say, "personalizing". Australian economist Clark (2007, p. 22) said as follows: "While capital investment is undoubtedly necessary for economic growth, it is not yet a controlling and decisive factor. It may be said that the main factors for economic growth are not physical or natural resources and capital invested, but human." American economist Galbraith (2007, p. 92) is of the opinion that "Investing in people is as important as investing in tangible capital. Today, a better use of capital (i.e., technical progress) is almost entirely dependent on investment in education, teaching, and the possibility of applying scientific knowledge". In the corporate environment, the possibilities of compensating activities towards employee relaxation are expanding. There are various relaxation nooks in corporate headquarters where you can just sit and listen to music or even practice yoga or other relaxing activities. The aim is to encourage people's willingness to work, to influence their loyalty and, naturally, their productivity at work. The Covid 19 pandemic partially changed this situation, with some employees bringing their work activities to their homes. Companies have tried to provide not only the necessary computer equipment for these employees, but also to make this home work environment more comfortable for employees.

In the discussion, it was confirmed that the importance of specialised professionalised personnel management departments is growing in the corporate environment. In this organisational component of the enterprise, activities of working with a human agent are concentrated, new concepts of supporting workers' performance are being "born". In this context, it must be underlined that an important condition for the quality and efficiency of personnel activities is the ability of human resources specialists to team up with line managers as well as other agents, professional units of the business. As one research investigator pointed out, "HR management specialists will have to coach, flatter, and persuade their colleagues, line managers". This process must be the standard of their work and accelerate particularly in situations where a business makes certain changes in production or services, whether forced or planned. We absolutely have to agree with Anderson and Evenden (1998), who say: "HR management systems can be designed by specialists in HR, but their success depends on how they are implemented by line managers. It is the managers who are tasked with planning the future with the help of a critical view of the past. They must conduct assessment interviews, agree targets and performance gaps before identifying development needs. There are performance and progress monitors of the individual, their coaches and advisors who support, guide, and motivate. The strategic management of human resources stands and falls with its own performance of the managerial role of the people". The debaters said that strategic approach in the field of human resources management is now a generally accepted trend. For the most part, the strategic management process takes a linear form where the target status of the business is set and appropriate long-term, medium-term, and operational decisions are taken to achieve it. These decisions are different in nature, but the "core" is innovation in technical and technological processes, which are linked to the skills development of the workforce. Human resources management as a whole is increasingly tied to building

a competitive advantage for employers, which has economic-social aspects. On the one hand it is about performance, productivity at work and on the other hand it is about employee satisfaction with work in a business, organisation, or institution. Finally, one participant in the inquiry can agree that "in human resources lies the generator of solutions to all possible situations and thus the potential for success (or difficulties) of the business, organisation or institution".

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