

А. НУРГАБДЕШОВ¹, Д. ЗАМАНБЕКОВ², С. КОЖАХМЕТ¹, А. ГАСАНОВА¹

¹Narxoz University

²Suleyman Demirel University

THE ORETICAL ASPECTS OF HUMAN RESOURCE MANAGEMNT

Human Resource Management (HRM) has been very popular over the past decades, and currently it is a common characteristic for many small and large companies. One of the reasons for this popularity is the assumption that HRM is a source for competitive advantage and will influence the organisational results and performance in a positive direction. This article explores the link between HR practices, employee outcomes and organizational performance. Literature regarding theoretical, conceptual and contextual background in the field of HRM was deeply explored and analyzed. It is concluded that there is no set of universally accepted 'best practices' that organizations adopt, instead there are bundles of 'best practices' that successful firms tend to integrate in their organizational strategies. However, adoption of 'best practices' should be done taking into account contextual factors of the organization.

Kew words: High Performance Work practices, Employee Outcomes, Organizational Outcomes, Resource-Based View, Social Exchange theory, AMO theory.

Адами ресурстарды басқару соңғы он жылдықта танымал болды және қазіргі уақытта көптеген шағын және ірі кәсіпорындардың ажырамас бөлігі болып табылады. Мұндай танымалдылықтың себептерінің бірі адам ресурстарын басқару ұйымның бәсекеге қабілеттілігінің көзі болып табылатындығын және тұтастай ұйымдастырушылық қызметке оң әсерін тигізетін болжам болып табылады. Бұл мақалада адам ресурстарын басқару практикасы мен қызметкерлер мен компаниялардың тиімді жұмыс істеуі арасындағы қарым - қатынас зерттеледі. Адам ресурстарды басқару саласындағы теориялық, практикалық және тұжырымдамалық алғышарттарды әдебиетпен тереңдету терең зерттелді және талданды. Мынадай қорытындылар жасалды: а) барлық компаниялар қолданатын «ең жақсы тәжірибелер» ұғымы жоқ; б) осы және / немесе басқа тәжірибелерді интеграциялау ұйымның нақты факторларына негізделуі тиіс

Түйін сөздер: Адам ресурстарын басқару, Қызметкерлердің тиімділігі, Ұйымдастырушылық іс - әрекеттер, Қорға бағытталған көзқарас, Әлеуметтік айырмашылық теориясы, АМО теориясы.

Управление человеческими ресурсами приобрело большую популярность на протяжении последних десятилетий и в настоящее время является неотъемлемой частью многих малых и крупных предприятий. Одной из причин такой популярности является предположение о том, что управление человеческими ресурсами является источником конкурентоспособности организации, а также положительно влияет на организационную деятельность в целом. В данной статье исследуется связь между практиками управления человеческих ресурсов и эффективной деятельностью сотрудников и компании. Литература, касающаяся теоретических, практических и концептуальных предпосылок в области управления человеческими ресурсами, была глубоко изучена и проанализирована. Были сделаны следующие выводы: а) не существует понятия «лучшие практики», которые применяются всеми компаниями, б) интеграция той и/или иной практики должна базироваться на специфических факторах организации.

Ключевые слова: управление человеческими ресурсами, эффективность деятельности сотрудников, организационная деятельность, ресурсо-ориентированный взгляд, теория Социального обмена, теория АМО.

As the world is becoming more competitive and complex organizations are in search of competitive advantage. To progress performance, companies are turning to more ad-

vanced sources through human resource management (HRM). Nowadays HRM become increasingly popular and currently it is a common characteristic for many large and small companies. The main reasons for this notoriety based on the assumption that HRM may be a source of competitive advantage and emphatically impacts on the organizational outcomes. Another not least important idea is that there is a positive relationship among HR practices and employees' outcomes such as attitudes and behaviour, which further effect on the companies' operational performance [1].

Therefore, when good HRM practices such as recruitment and selection, training and development, appreciation and reward system and other practices which are important for entities are employed, it enhances employees' productivity and provides achievement of organizational goals. With another words, organization's economic growth depends on its productivity. Shortly its indicates that excellent organizations recognize HR as their number one asset. In such circumstances, effective HRM practices may be source of creating intelligent and flexible organizations by using policies and practices that focus on hiring and developing talented staff [2].

According to Barney, employees within organisation can be considered a source for competitive advantage due to the fact that they are infrequent and hard to duplicate by competitors. Nowadays we can notice that companies creating special departments to manage their human recourses. Moreover HRM refers to the strategic provider which, in principle, adds significant value to the organisations.

There is a lot of empirical works which provide evidence regarding relationship between HRM and positive organisational or employee's performance. Likewise, Va-leau & Paillé, specified that the application of HRM practices improving motivation, skills and behavior may gain a strategic advantage for the firm. Numerous arguments, which came from the firms' resource-based view, specify the positive sides of firm's HR system on organizational targets. However, the instruments associating HR practices to both employee and organizational outcomes have not received systematic research attention [3]. Through a discussion of the above provided information the problem statement was derived.

Adaptation of new knowledge and constant development and improvements attracts many scholars and results in various publications on HRM in emerging markets, which mainly focus on BRIC countries, such us India and China.

However, there are several dynamically growing economies in CIS countries, which are still under limited review. One of the CIS countries showing significant growth since the collapse of the Soviet Union is Kazakhstan. The country's strategic approach towards economic growth, attempt to diversify the economy, growing interest of international companies, and participation in international trade and economic alliances, such as Customs Union and Eurasian Economic Union, creates a high demand for establishing well-developed HRM practices that will be able to provide an impact on the ongoing changes and create a competitive advantage for CIS countries' firms [4].

Since Kazakhstan is considered an emerging economy despite the fact that some researchers provide data on HRM practice adaptation in emerging markets and some CIS countries (mostly in Russia), there are limited studies on HRM in Kazakhstan. The results show that despite dynamic economic growth of Kazakhstan's economy, HRM practices is

still in transition from Soviet heritage to ones existing in Western MNCs and cannot fully match country's needs in HRM development [5].

Therefore, the purpose of the study is to identify the impact of HPWP on organizational performance in emerging markets, particularly in Kazakhstan. Specifically, we seek to identify mediating and moderating factors that influence this relationship.

There are several frequently used theories, which explain possible link between HRM and outcomes. This subsection, aimed to outline the most predominant ones. One of the commonly applies to the HRM-performance link theories is the Resource Based View of the firm (RBV). The main idea of RBV is to explain how to achieve competitive advantage by focusing on resources that are hard to imitate. RBV states that employees can be seen as kind of such resources. Moreover, HR practices could provide strong human capital and behaviour that will gain advantages for the companies [6].

Another theory applied in HRM field lately is AMO theory. This theory based on the idea is that HR practices having an impact on workers' Abilities, Motivation and Opportunity to participate in decision making processes will influence on organisational performance. This theory similar to KSA theory which suggest that right HR practices are able to stimulate workers' knowledge, skills, and abilities, which in turn provide growth and prosper opportunities for organisations.

Social exchange theory states that entities investing in their staff will gain workers reciprocating which in turn put efforts to theirs wellbeing. This idea is somehow similar to the psychological contracts theory. Here is supposed the HRM practice provide strong psychological contract between the organization and staff, based on reciprocating principle [7].

HRM practices are practices, which are proposed to 'develop skills and abilities of employees so that they become a source of competitive advantage'. HRM practices as a set of practices used to manage HR to develop competencies that are firm specific and produce organization knowledge to sustain competitive advantage. Moreover, HRM practices are also abstracted as a system of internal policies and practices intended to guarantee contribution of organization's human capital toward achievement business objectives.

Nowadays, researchers emphasis the usage of a set of HRM practices, known as HPWS, instead of particular single HRM practice. Even though previous studies didn't provide consistent understanding about the composition of HPWS, generally they consist of selective recruitment and selection, extensive training and development, performance appraisal and reward system, information sharing, flexible job design and participation in decision-making [8].

Employees Outcomes, refers to several positive results demonstrated by firms' employees in the case of right chosen and effectively provided HRM. These outcomes usually include: Employee commitment, trust in management, cooperation level, employee effort and involvement, lower intention to leave and etc.

Organizational Outcomes -implies positive results in the operating and financial performance of the company. Operational performance is a business-related activity that includes elements such as high quality or increased customer satisfaction. Financial indicators relate directly to the company's financial results, such as profits/ revenues growth.

Theoretical discussions on the relationship between HRM and performance have been studied in number of past and recent reviews. Empirical researches provide evidence on

the positive influence of HRM practices on employees' outcomes which in turn leads to achievements of organizational goals. Various models linking HRM to organizational performance have been formulated by several authors. To sum up, effective and growing HRM practices lead to improvement of employee behavior which helps to enhance organizational performance.

In addition, several academics stated that people supervision is more crucial than dealing with technological and capital issues. Empirical studies suggest that set of HRM, can progress gaining and retaining a talented and encouraged workforce. Moreover, organizations which are results oriented must provide good HRM practices. Researchers also observe that organizations with right HRM practices are not only able to employ talented staff, but also attract the best labor force in the market which will lead to organizational effectiveness.

Therefore, based on the statements above, author came to the conclusion that it is necessary to change the trends in current researches and mainly focus not on achievement of organizational goals but on the need to improve employees' outcomes by meeting employees' needs which in turn will have positive influence on organizational targets.

With the expansion of knowledge in HRM field and in view of various research data on such disciplines such as: psychology, political science, sociology and biology, the era of behavioral sciences was born. This era is focused more on organization and less on a person and considers the relationship of workplace an individual worker. However, future studies shall take into account that modern fields of organizational behavior and human resource management have grown out of behavioral science.

Therefore, the model above, demonstrates the need to focus on the factors that have significant impact on employees' outcome and explore not the direct relationship of one variable to another, but use a new moderated mediation model.

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