



**HIGHER SCHOOL
OF SECURITY AND ECONOMICS
PLOVDIV**

INTERNATIONAL HUMAN RESOURCES DAY

**COLLECTION OF REPORTS
FROM INTERNATIONAL CONFERENCE**

**MANAGEMENT OF THE HUMAN RESOURCES –
FROM CRISIS ACTIONS TO VISIONS FOR
SUSTAINABLE DEVELOPMENT**

May 20, 2022

ISMA INFORMACIJAS
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**HIGHER SCHOOL OF SECURITY
AND ECONOMICS – PLOVDIV**

PROCEEDINGS

Second International Conference MANAGEMENT OF THE HUMAN RESOURCES – FROM CRISIS ACTIONS TO VISIONS FOR SUSTAINABLE DEVELOPMENT

*dedicated to May 20 – World Human
Resources Management Day*

**May 20th, 2022
Plovdiv, Bulgaria**

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GREETINGS

DEAR COLLEAGUES,



For the second year in a row, the Higher School of Security and Economics organizes a conference dedicated to the International Human Resources Day, which brings together representatives of academia and experts from different countries united around a common cause, namely human resources development.

I welcome all colleagues who will take part in the conference with a welcome, albeit virtual, and I am convinced that there will be a valuable and constructive discussion again. The event is also the result of our established international partnerships with participating universities, with which we are constantly working for the development of the academic community.

I would also like to thank the representatives of the public sector who are among us and will acquaint us with some valuable strategies and advice from practice, because they are the ones who have most directly experienced the changes brought about by the crisis in the human resources sector.

I am launching a conference dedicated to the International Human Resources Day and I wish fruitful work and health to all colleagues and experts who will take part.

Prof. Georgi Manolov, PhD of Political Science
President of HSSE – Plovdiv, Bulgaria

**DEAR COLLEAGUES,
FELLOW PARTICIPANTS OF THE CONFERENCE
"MANAGEMENT OF THE HUMAN RESOURCES -
FROM CRISIS ACTIONS TO VISION
FOR SUSTAINABLE DEVELOPMENT",
LADIES AND GENTLEMEN
AND DEAR FRIENDS,**



I have the special honour and pleasure to greet the attendees and participants of the conference and at the same time wish you successful work and hoping that the conference will result in successful papers that will be an indicator of new perspectives, solutions for current problems and scientific challenges in the field of human resources.

Human resource development is becoming an essential challenge in the field of work of teams whose target of interest is precisely human resources in various scientific fields as a foundation on which all organizational behaviours, research is built in order to improve teamwork and which in essence will provide quality scientific and social individuals who will contribute to building our future, and the importance of each individual is a fundamental value and a central target of every team.

The knowledge, experience and scientific achievements of previous generations of scientists must be a continuum that will be followed by new generations of scientists and creators for every nation and country in general. Our university with its

professors, students and research associates follow these principles, which is evidenced by the growing interest in choosing our study programs that open their perspectives for placing their knowledge and skills on the international labour market and knowledge.

Welcome to this scientific gathering, I wish all participants successful work.

Thank you!

Prof. Yordan Gyorchev, PhD

*President of the International Slavic University „G. R. Derzhavin“
– Sveti Nikole, Northern Macedonia*

DEAR GUEST, FRIENDS,



Many thanks to prof. Manolov for the invitation. It is my great pleasure to be here today with you for the second year in a row. On behalf of the Italian Ambassador in Sofia – Ms. Giuseppina Zarra and on my behalf, as Honorary Consul of Italy in Plovdiv, we wish you all the best for todays conference. The Higher School of Security and Economics in Plovdiv is an excellence in Bulgaria in two sectors, which are education and security. This two sectors are main key factors for the cooperation between Bulgaria and Italy. By well knowing the Structure and Management of HSSE, I am more than sure that this key role will be very important in difficult periods, like nowadays. In such periods, events, like the todays conference are very important cations to share ideas and to propose solutions. This is everybody’s role in the modern society. This is the reason, why I am here. Please take in mind, that the Italian institutions in Bulgaria are and always will be ready to support and work with you.

Giuseppe de Francesco
Honorary Consul of Italy in Bulgaria

DEAR LADIES AND GENTLEMEN,



On my behalf and on behalf of the Institute of public administration I would like to congratulate everyone on the occasion of international human resources management day. Many thanks to the Management of the Higher School of Security and Economics for the invitation to participate in the second international conference "Management of the human resources - from crisis actions to visions for sustainable development". I wish every participant a fruitful and successful conference.

Pavel Ivanov
*Executive Director of the Institute
of Public Administration at IPA*

DEAR COLLEAGUES,



It is a great pleasure and privilege to congratulate you on the opening of the second international conference "Management of the human resources – from crisis actions to visions for sustainable development" organized by the Higher School of Security and Economics dedicated to the international human resources management day on the 20th of May. The topic of this year's conference is extremely relevant and allows participants to present their views on the increasingly planning and management of the most important valuable resources – humans. Human resource planning is an activity of great importance for all spheres of social and economic life, especially in recent years of challenges and overlapping crisis. The demographic proofs the changing structure of the world, the dynamic of the economic sector caused by the pandemic, military conflicts and other strategic challenges requires an extremely flexible approach in the new planning of human resources management. I believe, that an event, such as today's conference will make a significant contribution to make this happen in a best possible way. I wish all participants in the international conference, health and strong spirit in the meeting of new challenges.

Sincerely,

Lyubitsa Tomova

*Executive Director of the Association
of South-Western Municipalities in the Republic of Bulgaria*

**DEAR PROF. MANOLOV,
DEAR COLLEAGUES,
PARTICIPANTS OF THE CONFERENCE
AND STUDENTS,**



It is a pleasure for me to participate at your conference and to have the opportunity to give this brief speech on behalf of the Faculty of Law and Political Science at the "Aleksandër Moisiu" University of Durrës. Our university is a new public university with 17 years of existence, but is now the second biggest university in Albania with almost 20000 students. It offers 300 programs of studies in all levels - "Bachelor", "Master" and "PhD" degrees. The topic you have chosen for this conference is very current. Now, more than ever the evidence of HRM is very important. The human factor is the most important asset of an organisation and must be treated with respect. In this new economic era that we are facing. Where a study movement from traditional sectors from sectors based on services are becoming more and more frequent and it is very important for every organisation involved in this sectors to keep the employees motivated and productive. The practice of HRM need to be integrated in order to ensure effective use of people and provide a better return for the organisation. It is very important to have such activities provided by Higher Education institutions that direct the tension of the researchers towards HRM and the challenges. I wish that in the future we can have the opportunity to brainstorm ideas on this very interest-

ing issue. Furthermore, our faculty is very interested in cooperating with HSSE, and not only in participating in common scientific activities, but also other ways possible. We do share common interests in a lot of fields, such as law, public administration, political sciences, security etc. I feel, that we should together explore the opportunities provided by student and staff exchange programs that are in result a very effective way to create bridges of communication and cooperation between higher education institutions. I thank you all for this great opportunity and wish you a successful and fruitful conference and my thanks to all the organizers.

Assoc. Prof. Andon Kume, PhD

*Dean of the Faculty of Political Science and Law
"Aleksandër Moisiu" University of Durrës, Albania*

P A P E R S

CHALLENGES FOR HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT – NEW EXPECTATIONS, KEY CHANGES AND GOOD PRACTICES



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Abstract: *In recent years, the role of human resource management in public-sector organizations has significantly increased their importance. In such a context, good governance is a key instrument in finding effective solutions in public and business administration. The relation between the processes of building and maintaining human resource strategies and their role in composing and implementing effective public policies is of major significance to the effectiveness of their implementation. In recent years, the changing role of leadership in a modern organisational context is gaining new dimensions. The focus of the development is on the relationship between traditions and dynamically changed realities in contemporary management. The new conditions in the governance, from the lowest to the highest level, from a specific organisation to a national scale, given the latest global events like COVID-19 pandemic, economic crisis, raising of the unemployment rate, social unrests, etc. lead to the need to develop new skills and practices on which should focus the leaders in the years to come.*

Key words: human resources management, changes, innovative methods, motivation, good practices, public administration

INTRODUCTION

The use of new methods in the managing is an unbreakable part of the reforms in the modern organization. That represents main factor for the competitive ability of the administration opposite the business, which will answer the demands set by its side.

On the other hand the public administrations are more conservative towards the changes in their activity, there is a lack of initiative from the side of the work officials and a lack of flexibility in management of certain administrations because of the superior centralization.

Considering all given above and with a goal for enhancing the professionalism in public administration, an adaptation and introducing of established European and world standards in human resources management by the use of established innovative methods and models. This relation in the management expectations can be achieved only with good symbiosis in the efforts of the universities and the research organizations as well as the public institutions.

HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL CHANGES

Today we live in the so-called VUCA (volatile, uncertain, complex, uncertain) world. Many of the skills traditionally needed to succeed as a leader have changed. Many of the lessons of successful 20th-century leaders are inadequate today. How do we prepare to make sure we succeed in the 21st century?

In managerial circles, an acronym has gained extraordinary popularity lately - VUCA (volatility, uncertainty, complexity, flexibility). VUCA aims to describe four unique features

of today's world: VOLATILITY: describes the nature, speed, dynamics and importance of the changes that occur around us on a daily basis and which we have to deal with. UNCERTAINTY (uncertainty): describes the inability to predict emerging problems and events; Complexity: describes the disturbing and often even crushing complexity and chaos of many relationships and variables characterizing the situation we are in; AMBIGUITY: describes the vague meaning of things, as a result of which we do not understand the situation we are in, using our previous experience and knowledge.

In the last few years, the interest in human resources management in the public sphere has increased. The fact is clear, managing of people in organizations is the key factor to a successful realization of their strategic goals. The new „daily order“ sets the question of synchronizing the strategy of human resources management with the changing processes in public organizations and related to the elaboration of the competences profile and the goals of the organization or creating a culture of fulfillment complemented with a culture of trust. Those solutions suggest a focus and special attention to human resources management in the organizations from the public sphere and more detailed towards the methods of its development. On the other hand, the sustainability concept can address almost all concerns of society, and hence it is interdisciplinary and must not be seen only from an environmental point of view. Rather we should adopt and communicate it with a broader framework (Gigauri, I., V. Vasilev, & Z. Mushkudiani, 2022, p. 4).

HUMAN RESOURCES MANAGMENT - NEW PARADIGMS, REALITIES AND OPPORTUNITIES

Although the human behavior is undoubtedly under strong influence of the culture, the four drivers, combined with the numerous sets of skills are universal.

The transformation of the organizational culture from one determination filled with irony „culture as a cure for managing

against all“ and a „fashion detail“, is formed in to an instrument for efficiency and a new strategy for managing.

The organizational culture as component of HRM, represents a kind of invisible mechanism which directs the actions of the members of the organization and builds interpersonal mechanism when it integrates the individual towards the organization. It is observed as a complex process of connected values, beliefs and assumptions which are shared by the employees of the organization during their work, but at the same time that complex system affects the employees, regarding their feeling and attitude towards the organization. The degree of influence of the organizational culture on the human resources management also depends of the strength of the culture, meaning the degree of influence in which it performs the basic functions, specifically expressed through the identificational functions, the choice of personal and team goals, socialization, informing and communication etc. The components of the organizational culture mark the path of the formation of new ways of thinking, behaving, management or consideration of certain changes of the strategical elements of the organization. From the analysis of the structure of the organization we seek for „the invisible soul“ of the organization or its culture (Vasilev, V., Iv. Efremovski, 2014, p. 103). An analysis of the devotion, strength, energy, emotions, the engagement of the employees towards the organization and the achievement of their goals. Only through the „voice“ of the employees you can get into their relations (Vasilev, V., & Iv. Efremovski, 2021, p. 12-13). That marks a clear and revealed communication, which through the voice of the employees will lead to trust, trust between the employees themselves on one hand and trust in the organization on the other.

In recent years, the term 'smart city' has been widely used by cities and trade organizations to communicate and promote various types of initiatives or solutions in an urban context (McKinsey Center for Business and Environment). That is why it is hardly possible to give an unambiguous definition of the

concept of a smart city. In general, the „smart city“ has a system that allows the resources of the various city services to be used in the best way, ensuring maximum safety and the search for innovative solutions in internal communication processes. In order to achieve this goal, a close connection is needed between the various solutions implemented in the context of the „smart city“ program – video surveillance, intelligent transport systems, etc. In general, the „smart city“ applies the latest technologies to make good use of available resources in order to increase living standards, reduce harmful effects on the environment, create conditions for innovation, rational use of energy and cost savings, and improves governance confidence. Moreover, a number of scientific studies support the thesis that in the „smart cities“ there is an increase in confidence in governance and there is a full opportunity for the implementation of the so-called. organizational trust (Icheva, M., & V. Vasilev, 2021, p. 914) and high levels of positive organizational culture (Vasilev, V., & Iv.Efremovksi, 2016, p. 209).

Organizational trust is the essential element of organizational behavior and in wider context of human resources management. It is also an essential element of the organizational culture, which reflects the values, psychological necessities and problems, leadership, the processes of taking solutions. To add something-trust itself is a fundamental value in the system of organizational values. It makes them understandable the set goals and creates a motivation for their accomplishment. Trust creates culture of shared values and a behavior towards the development and the success of the organization. It makes the set goals understandable and creates a motivation for development and success in the organization. Organizational trust is also a basic element of the effective groups and teams in the organization, because without it there cannot be groups, teams, collectives in other way said a set of people. It is an element of „all the aspects of human relations, which optimize the activity“ (Stoykov, S., & V. Vasilev, 2021, p. 16-17).

A key point is the perception of human resource development with a focus on the importance of so-called „soft skills“ in today's leaders. In recent years, some leading research centres have focused on them and laid the foundations for a broad debate in academia and practising managers in this direction. Among the specific highlights in the development of the ideas for leadership that can be indicated are the following:

- **To plan carefully** (together with the people involved to build trust) how the organisation will achieve its goals. Goals and priorities may need to be redefined or new ones set.

- **Building teams of engaged people.** Caring for people and ensuring good communication and interaction is also related to the right selection and assistance to those wishing to develop through training and learning.

- **Communication is essential.** Hearing, counselling, involvement and explanations of why and what needs to be done.

- Some leaders **lead by personal example** and are very „visual“; others are more distant and leave their employees to do the work themselves. Whatever the case, the sample is essential – the way a leader works and behaves will be the standard that can be expected from his employees.

Taking the time to listen and understand people and get to know their work is another critical point of leadership. To ask and understand what people are doing and thinking and what improvements can be made, according to them, is of utmost importance (<https://www.skillsyouneed.com/leadership-skills.html>).

Focusing on the positive by expressing things in terms of what should be done, not what should not be done. If the focus is on the negative, people are likely to turn to it.

The leader **must inspire by assuring his people that they can achieve great things** – when there are space and time, everyone can do more than he hoped.

Continually striving to learn something from the people around – they can provide precious information about the leader and say 90% of what needs to know to achieve the goals

of the organisation (Chankova, D., & V. Vasilev, 2020, p. 210-211).

Mentoring is a cornerstone of leadership skills in the coming years. The term „mentoring“ entered the scientific and practical space on a serious scale in the 80s and 90s of the last century. Currently, „mentoring“ can be defined as „an attitude and process in which one person offers help, guidance, advice and support in the training, introduction to the work process and development of another person.“ Mentoring is a training tool in organisations whose primary goal is the development of young talents and future leaders. It has a long history and is probably one of the first known forms of training and transmission of socio-cultural experience (Vasilev, V., 2021, p. 95-96). It is especially useful to combine it with additional methods for self-assessment and self-development of leaders such as coaching, time management, self-mastering and others.

Conflict and stress management in the organisation is definitely a powerful tool of the modern leader. In recent years, established practices in the field of innovative solutions in the direction of reducing and preventing stress at work, work-life balance, participatory conflict resolution and others have been established (Robinson, I., M. Smith, & R. Segal, 2022). Investing in training and attitude to these processes is key to effective leadership.

Emotional intelligence emphasises the ability to empathise and love and the ability to discover the strengths of different people. An emotionally intelligent organisation knows the potential of its people and strives to develop it. In this way, every employee feels valued and wants to grow with the organisation in which he works. The basic idea of emotional intelligence involves understanding, controlling and managing personal emotions as well as other people's emotions. In addition to ourselves, as emotionally intelligent people, we need to be able to understand the motivations of others, as well as their

goals and feelings (Василев, В., Цв. Белевска, 2017, с. 79 (Vasilev, V., & Tsv. Belevska, 2017, p. 79)).

Crisis management in a more general context can be related to the effective management of changes in the organisation. Here come to the fore the balanced communication skills, teamwork and knowledge of the process of building a system for prevention and work in crises.

What's more, Ken Jacobs, in one of the key 2021 studies, brings out the following leadership qualities critical to the organization's success (Jacobs, K., 2021).

- Emotional intelligence (EI) remains the most important skill for leaders who want to be effective;
- Transparent leaders reassure their followers;
- Courage is more important than ever;
- Leaders must play an active role in the physical, mental and emotional health of their team;
- Leaders need to be nimble, nimble and flexible.

In our countries, public management is a product of a nascent democracy with all the ensuing negative consequences: lack of laws and regulations, unprepared for the transition administration, strong political confrontation, replacement of civil servants and others (Vasilev, V., 2020, p. 229).

Resistance to change is a natural management process. People also change, their appearance, qualities, expectations, their attitudes (Vasilev, V., & Iv. Efremovski, K. Georgiev, 2018, p. 487-488).

The basic factors of the creation, the development and the support of personal trust are:

- ✓ sincerity, determined as honesty and loyalty;
- ✓ competence, determined as expert and personal knowledge and abilities, determined and demanded from the given work position;
- ✓ continuity, defined as reliability, foresight and excellent solutions in overcoming the given situations;

- ✓ loyalty, determined as desirable motives, desires, aim to protect and keep the relations with someone;
- ✓ clarity, as a personal attitude and desire to share the ideas and information's freely.

In the transitional period or at a time of crisis, internal communications play a key role in the transmission of important messages, often preventing incorrect and damaging rumours. Organisational structures, on the other hand, can support aspects of the specialisation of individual units. Building and maintaining a positive image and reputation in society requires complex efforts, professionalism and perseverance (Vasilev, V., & D. Ognianski, 2020, p. 92). The image is a combination of all positive and negative impressions of society or the particular audience to an organisation, person, country, etc. The power of image is that it is a major psychological value that is being built in the process of communication through mass media or other PR-activity. So the image that the audience is building about an organisation, person, party, even idea becomes the core of the willingness of the public to communicate. Very often, and as in this case, personal perception is used by the media to build the image (<https://www.indeed.com/career-advice/career-development/benchmarking-in-business/>). No orthodox formula to build a good image is available, but there is no way to build a positive image in society unless there is a good one within the organisation. Employees appear goodwill advertisers for the organisation. And in today's stage of development of the Internet and especially social networks and media, their role is increasing.

The crisis affects the intensity and style of communication between employees. The main communication channels used during the deepening economic crisis are personal conversations, general meetings with staff, internal network (Internet), inter-organisational newsletter, telephone and information boards for staff. The active communication dominates over the passive one (information boards, bulletin). This does not mean

that inter-organisational newsletters and notice boards have no effective implementation.

According to Nordic Business Forum, one of the significant management forums, as well as formats, there are a number of new components for building sustainable management characteristics, among which we can also highlight that increasingly popularity acquires a model of reflation between HRM and PR, which accepts that, among other well-established qualities, leaders also need training in (<https://www.nbforum.com/top-5-leadership-trends-2021/>):

- Development of global consciousness; Socially responsible organizational behavior and „green“ management of human resources;

- Emotional intelligence;

- Development of adaptability and sensitivity to diversity issues;

- Skills for building community and teamwork and building and application of internal communications systems.

What is also important is the type and scale of the crisis from the public focus that it generates. During the crisis the relevant organisation or institution immediately falls under the focus of public opinion. In this regard, the manual on communication in times of crisis is of great benefit to institutionalize information flows and there are no conditions for rumours. When the critical period for employees comes, they are not to receive the bad news about the organisation from the media or from the site. If people in the organisation are aware of the rules of communication in times of crisis, the organisation has a chance to minimize interpretations of what has happened in the media. In the other hand, specific moment in modern human resources management are some new determinants of these processes. The publicly available spots of expertise in anti-corruption matters are these sources, which provides fast, true and authoritative Internet information in the field of anti-corruption (Mladenov, M., 2021, p. 11).

CONCLUSION

We support the thesis that „the transition of the model of a traditional state official, directed towards consideration of the lawfulness, towards the one of a public manager, proactive and responsible at the same time, obsessed with the obligations for achieving results is an essential mark of the contemporary public administration. To achieve this level of work relations, according to us, it is necessary to cross-over to a new level in efficiency in human resources management. A level, which peacefully and confidentially can refer to how and how much the organizations of the public sphere provide the abilities of the employees to reach the maximum of their abilities.

We support the thesis that „the transition from the model of the traditional civil servant, aimed at the rule of law, to that of a public manager both proactive and responsible, obsessed with the obligations to achieve results is an essential feature of modern public administration. In order to reach such levels of attitude towards work, in our opinion, it is necessary to move to a new level in the effectiveness of change management. A level that can calmly and confidently relate to how and how effectively public organizations provide opportunities for employees to reach their full potential.

On the other hand, Crisis management in the modern organization with aspects of modern HRM, is undoubtedly in a new situation.

The challenges presented in the report are an attempt to bring out some ideas on the topic and to focus attention on the upcoming challenge for the modern administration.

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INTEGRATION OF EMPLOYEES WITH REFUGEE BACKGROUNDS: CHALLENGES AND PERSPECTIVES



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Abstract: *Since the war conflict in Ukraine the scale of arrivals from this country is testing the economies and the experience of receiving immigrants in many European countries. From economic and political point of view the current situation differs from previous refugee arrivals. Bulgarian ministry as many others granted to Ukrainians across the board the right to work, stay, and access social and medical services almost immediately. We conducted semi-structured interviews with managers at 42 SME's in Bulgaria Plovdiv region who are willing to incorporate Ukrainian refugees as their employees. The SME's are from different sectors of the economy (food industry, sewing companies, hospitality). From the interviewed SME's managers, we can conclude that small and medium businesses have the will to incorporate Ukrainian refugees in their workforce but a clear plan and some state support are needed.*

Key words: *refugee's employment, SME, workforce*

Since the war conflict in Ukraine the scale of arrivals from this country is testing the economies and the experience of receiving immigrants in many European countries. From economic and political point of view the current situation differs from previous refugee arrivals. Bulgarian ministry as many others granted to Ukrainians across the board the right to work,

stay, and access social and medical services almost immediately. Furthermore, Ukrainian refugees are allowed to move within the EU freely. At the same time the legal opportunities to work and stay are not a sufficient measure to ensure incorporation in the local workforce. Ukrainian refugees and local employers face a plead of issues they will face- language barrier, childcare for working parents, legal difficulties etc. in Bulgaria we see state efforts, aid from civil society, private sector, and individuals but for integration to be successful we need a centralized approach that will focus the efforts of everyone for the resolution of all arising issues.

In the last decade, the world has been moving towards a single global labor market, especially for highly skilled labor (Anderson 2015). In the context of a globalizing economy, relocating parts of the business outside the country where the company's headquarters operates or outsourcing some of the services in order to reduce costs are key features of the global labor market. This way of business development creates new jobs in the host countries, but harms the workers in the country where the organization is headquartered. The main feature of the global labor market is the physical relocation of the offices of an organization to countries where the conditions for business development are more favorable (low labor costs, low taxes, etc.).

Digital platforms have helped connect talent with jobs across geographical and sectoral boundaries, opening up a new perspective for global job search and employment (Global Opportunity Network 2017) workers. Such a labor market can be described as digital, as it is based on the development and dissemination of information technology and most often refers to remote access work, where the worker can pursue his activity anywhere, as long as he has access to information and communication technologies (ICT). In this new paradigm, the worker is not limited by geographical and time barriers, but can work for one or more organizations without being physically present in their traditional office spaces.

The organization of labor in recent decades is moving to the application of new (Bencheva and Tepavicharova 2013) and flexible forms of employment, which allow more freedom for the worker in the exercise of his profession. For the employer, these flexible working conditions offer the opportunity to keep in touch with their employees even outside working hours by communicating effectively with them and can receive assistance from them no matter where they are physically.

The place of performance of this type of work is outside the traditional and official office spaces of the enterprise at home, in cafes, restaurants, in nature, while waiting at the airport, etc. Some of the companies that offer opportunities for work with remote access also have an office of the company, where some of the employees work permanently or partially in a traditional office environment, and another part of the employees work permanently or partially with remote access. Another part of the companies has organized their entire work process in a virtual workspace, where all employees work remotely and the company does not have a traditional office space. This form of business development is typical for new, emerging companies and companies specializing in software development.

Developing the labor market and tackling unemployment is the focus of European governments. In 1997 The European Employment Strategy is launched at the Jobs Summit in Luxembourg. In March 2010 The European Commission has launched the Europe 2020 strategy for smart, sustainable and inclusive growth, which was formally adopted by the European Council in June 2010. The European Council agrees on five headline targets, the first of which is to increase the employment rate of women and men aged 20 to 64 to 75% by 2020.

EU Member States can set their national priorities in the light of these headline targets and draw up national reform programs, including the actions they intend to take to implement the strategy. The implementation of the strategy can be

achieved, at least in part, by promoting flexible working conditions - such as part-time work or work from home, which are considered to stimulate participation in employment.

Among the initiatives that can encourage more people to enter the labor market are: improvements in the supply of child-care facilities; providing more opportunities for lifelong learning; facilitating labor mobility.

At the heart of this theme is the issue of "flexicurity": policies that address flexibility in labor markets, labor organization and labor relations at the same time, while taking into account work-life balance, labor security and social protection

When the most important issue is the promotion of economic growth (Genov 2012) and recovery in the constantly volatile labor market, which puts many people at risk of poverty, society, the state and business are focusing on how to deal with these serious problems. The global trend of individualization can be seen in the post-crisis situation of the European labor market, where new requirements for higher competence and education will be conditions for finding a good job, especially in the field of high quality jobs. production and services will require professional flexibility (Genov 2014).

Looking at the employment rate in Bulgaria for 2016, we can conclude that men, city dwellers and workers with higher or vocational education have better opportunities for realization on the labor market, and these data are largely coinciding with those in other EU countries.

Article by Hirst et al. (2021) suggests that employment underpins the successful resettlement and integration of refugees, and human resource (HR) professionals are integral to successful employee-employer relationships. The authors point out that until recently, research has largely overlooked the role of HR professionals in the recruitment and integration of employees at work. Furthermore, they review the literature on refugee employment through an HR lens and offer insights and practical solutions that contribute to the effective recruitment and

workplace integration of refugees. The authors identify strategies such as onboarding programs, job enrichment and internships that offer realistic job previews, and the opportunity for people from a refugee background to validate and demonstrate their credentials. In addition are described the benefits of organizations' engagement in external relationship management to champion changes in industrial relations and foster cross-sector partnerships that aid refugee employment. In the discussion is described the practical implications of the review, and highlight directions for future research that addresses different stakeholder needs and priorities. (Hirst et al. 2021).

A research by Lee et al. (2020) shows increasing levels of displacement and the need to integrate refugees in the workforce as they pose new challenges to organizations and societies. The authors point out that extant research on refugee employment and workforce integration currently resides across various disconnected disciplines, posing a significant challenge for management scholars to contribute to timely and relevant solutions. In their paper is endeavoured to address this challenge by reviewing and synthesizing multidisciplinary literature on refugee employment and workforce integration. Using a relational framework, the authors organize their findings around three levels of analysis - institutional, organizational and individual - to outline the complexity of factors affecting refugees' employment outcomes. Based on the analysis is introduced and elaborated on the phenomenon of the canvas ceiling - a systemic, multilevel barrier to refugee workforce integration and professional advancement. The primary contributions of the paper are twofold: it maps and integrates the multidisciplinary findings on the challenges of refugee workforce integration and second it provides management scholarship with a future research agenda to address the knowledge gap identified in this review and advance practical developments in this domain. (Lee et al. 2020).

A research in Germany (Gericke et al. 2018) explores how refugees use their social capital within and outside organizations to enter their host countries' labor market. The paper is centered on Syrian refugees who had already secured employment in Germany. The authors found that vertical bridging social capital is a valuable source for securing adequate employment, whereas horizontal bonding social capital and independent job-searching methods may more often lead to low-skilled work or underemployment. The findings provide new insights into how different forms of social capital can facilitate labor market integration of refugees at different stages. (Gericke et al. 2018).

Mestheneos and Ioannidi (2002) conducted Biographical interviews with refugees in 15 Member States of the European Union indicated some of the major obstacles to integration they experienced in the host societies. One of the most fundamental barriers came from the racism and ignorance of some Europeans, experienced at both the personal and institutional levels. Negative attitudes were compounded by the enforced dependence and marginalization of refugees in Member States with highly developed welfare systems. Personalities of refugees appeared to be the other critical factor in the ability and wish to be accepted in the new host society. The paper contains quotations from the interviews that illustrate the process and experiences of refugees that relate to the issue of integration in the European Union. (Mestheneos and Ioannidi 2002).

A paper from Colic-Peisker and Tilbury (2007) explores the effects of “visible difference” on employment outcomes of three recently arrived refugee groups: ex-Yugoslavs, black Africans, and people from the Middle East. The paper draws on data collected through a survey (150 questionnaire-based face-to-face interviews conducted by bilingual interviewers) of refugees who settled in Western Australia over the past decade. Results indicate different outcomes for respondents from the three

backgrounds despite similar levels of human capital and similar length of residence. The evidence supports a “political economy of labour migration” interpretation for the differential outcomes, based on both structural and interpersonal racism, rather than a neo-classical explanation which holds that the job market is “blind to ethnicity”. Despite high unemployment and loss of occupational status, predominantly highly educated refugees were relatively satisfied with their lives in Australia. (Colic-Peisker and Tilbury 2007).

We conducted semi-structured interviews with managers at 42 SME’s in Bulgaria Plovdiv region who are willing to incorporate Ukrainian refugees as their employees. The interviews were conducted in the period 15 April 2022 to 10 May 2022. The average duration of the interviews is 63 minutes. The medium age of the respondents is 45 years. The SME’s are from different sectors of the economy (food industry, sewing companies, hospitality).

Most of the employers (85%) share anxiety about the handling of the legal documents of the refugees and the arising accounting challenges. 82% of the SME’s have a single accountant or have outsourced the activity and don’t feel qualified to handle the possible new challenges from employment and documentation of refugees. 75% of the respondents would like to receive state support in those matters in the forms of advice, trainings and other help. Only 25 % fear language difficulties. 63% of the employers state they are sure to communicate with the Ukrainian refugees in English or other languages. At the same time 86% of the employers think that it is a good idea for the state to provide Bulgarian language courses for Ukrainian refugees and to provide specialize course books. 100% of the employers don’t have any childcare support plan for their employees, so the Ukrainian refugees have to find on their own childcare for their children in order to work. 76% of the employers

don't have flexible workhours, so the refugees will have standard work schedule as the other employees thus childcare is a serious issue.

CONCLUSION

From the interviewed SME's managers, we can conclude that small and medium businesses have the will to incorporate Ukrainian refugees in their workforce but a clear plan and some state support are needed.

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ON SUSTAINABILITY OF HUMAN RESOURCE MANAGEMENT IN CONTEMPORARY ORGANIZATIONS



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Abstract: *The ongoing and prolonged pandemic crisis that has been followed by the economic crisis and war in Ukraine has caused unprecedented turbulence in almost every area of society. Organizations are encountering transformation requirements in order to survive. Employees suffer from increased stress, burnout, anxiety, instability, and employment insecurity. For this reason, companies begin reevaluating their missions and values while accentuating sustainability. The business focus shifted from single financial outcomes toward multiple bottom lines. This transformation has changed the understanding of business achievement that is no more only in financial income and growth but rather in the accomplishment of economic, social, and environmental goals simultaneously. Businesses are now expected to contribute to all pillars of sustainability. Sustainability can improve working systems and employee wellbeing while Sustainable human resource management (HRM) positively influences employees' performance. Sustainable HRM is viewed as the advancement of Strategic HRM. Human Resources play an essential role in strategy formulation and the involvement of HRM in establishing strategic organizational goals is important. In this respect,*

Sustainable HRM places emphasis on people who are the most valuable capital of a company. Therefore, sustainable HRM practices and policies impact workers' wellbeing, performance, and work-life balance as well as enable organizational success and effectiveness. This paper discusses the concept of Sustainable HRM and outlines the significance of sustainability in business companies. It also considers the implementation of organizational sustainability through sustainable HRM.

Key words: Human resources, HRM, Sustainability, Sustainable HRM

INTRODUCTION

The current prolonged Covid-19 pandemic that has been followed by the economic crisis and war in Ukraine has caused unprecedented turbulence in almost every area of society. Organizations are encountering transformation requirements in order to survive. Employees suffer from increased stress, burn-out, anxiety, pandemic impact, crisis impact, instability, and employment insecurity. For this reason, companies begin reevaluating their missions and business values while accentuating sustainability.

Recently, the concept of sustainability has attracted particular attention due to the pandemic and subsequent economic crisis. Sustainability couples economic and social aspects to ecological issues and environmental protection (Piwowar-Sulej, 2021). The idea of sustainability, although rooted in Aristotle (Müller-Christ, 2011), was introduced in the 1960s to respond to the emerging threats from growing population, unemployment, poverty, depletion of natural resources, destruction of forests, and ecological pollution (von Weizsäcker & Wijkman, 2018). In 1987, the Brundtland Commission issued the formal definition of sustainability: *„Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs“* (WCED, 1987). In 2015, the UN General Assembly took the concept to the next level by presenting the 2030 Agenda for Sustainable Development (UNDP, n.d.). The sustainable development goals (SDGs) include 17 sustainable goals aiming at developing sustainable and people-oriented economies. They

cover three – economic, social and environmental – dimensions with the 5 Ps: people, planet, prosperity, peace and partnership, and expect organizations to use resources efficiently as well as create reasonable working conditions (Susomrith, 2020). The sustainability concept has been translated by businesses into corporate sustainability indicating interconnected economic, social, and environmental factors to be considered during the business processes (Bansal, 2005; Hahn & Figge, 2011; Hahn et al., 2015). Thus, the business focus shifted from single financial outcomes toward multiple bottom lines. This transformation changed the understanding of business success that was no more only in financial income and growth but rather in the achievement of economic, social, and environmental goals simultaneously. Businesses are now expected to contribute to all pillars of sustainability.

Sustainability can improve working systems and employee wellbeing while Sustainable human resource management (HRM) positively influences employees' performance. In this respect, Sustainable HRM places emphasis on people who are the most valuable capital of a company. Sustainable HRM systems can effectively facilitate solving current problems society is facing while contributing to organizational sustainability (Dyllak & Muff, 2016; Aust et al., 2020).

This paper discusses the concept of Sustainable HRM and outlines the significance of sustainability in business companies. It also considers the implementation of organizational sustainability through sustainable HRM.

RELATIONSHIP BETWEEN SUSTAINABILITY AND HUMAN RESOURCE MANAGEMENT

Researchers and practitioners have lately devoted their attention to organizational sustainability because of the focus on long-term success in lieu of short-term financial outcomes (Kim & Park, 2017). Sustainability, as a global agenda for businesses and governments, addresses different concerns (Figure

1) and requires appropriate organizational culture to make progress.

Figure 1. Concerns responded through Sustainability



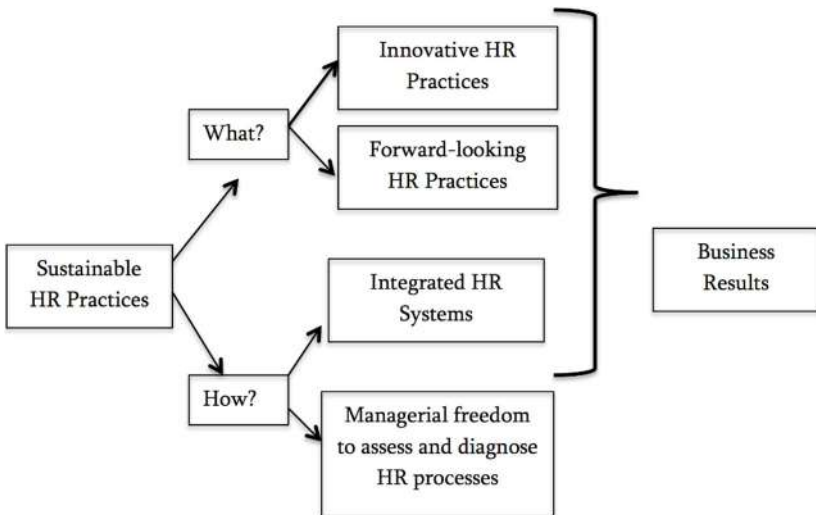
Source: Mishra & Sarkar, 2020.

In addition, Innovation is a key factor to achieve success in a competitive environment. Consequently, companies try to attract and retain creative employees. Human resources in companies are the main contributor to the success and innovative performance (Sanz-Valle & Jiménez-Jiménez, 2018). In this regard, HR practices can improve the innovative performance of companies due to the involvement of talents (Cho et al., 2019). Therefore, Sustainable HRM has emerged under the conditions

that human resources were „consumed“ and not „reproduced“ (Vanka et al., 2020). However, companies lack skilled and competent employees, growing competition, and demands from stakeholders dictate organizations to ensure decent working conditions, and work-life balance (Vanka et al., 2020). Thus, they are forced by the market to adopt sustainability in HRM practice. Sustainable HRM provides companies with productive and motivated employees with a high rate of retention, who try to contribute to a company’s success (Susomrith, 2020).

Sustainable HR practices lead to desired business results through innovative and integrated HR systems, in which managers measure organizational processes and employee abilities. The evaluation must be future-oriented and HR practices must be coordinated (Figure 2).

Figure 2. Sustainable HRM



Source: Mishra & Sarkar, 2020.

Ehnert (2009) observed that although the interest of companies in the corporate responsibility/CSR issues increased after the crisis, they were struggling with survival and preferred not to invest in sustainability. Corporate sustainability is defined as a balance between „consumption and regeneration of corporate resources“ (Ehnert & Harry, 2012). It suggests that companies need to regenerate and develop their resources in order to have them at their disposal in the future (Bücker, 2019). In this sense, they must maintain the system from where those resources arise, which ultimately leads to business sustainability and sustainable behavior (Bücker, 2019).

In this light, Sustainable Development aims at achieving quality of life through economic prosperity, social advancement, and environmental protection (Cavagnaro & Curiel, 2017). Sustainable development goals can only be achieved by the active participation of organizations and individuals (Samul, 2019). However, organizations can initiate and implement sustainability only if they adopt sustainable HRM (Kumar et al., 2020). To address existing and emerging problems concerning human resources, organizations must develop organizational culture that supports sustainability and create awareness among workers about sustainability issues (Garavan & McGuire, 2010; Liebowitz, 2010).

SUSTAINABLE HUMAN RESOURCE MANAGEMENT

HRM centers on employee issues while carrying out its traditional role (Mahoney & Deckop, 1986). Sustainable HRM embraces sustainable HR practices in its core functions: recruitment and selection, career management, training and development, performance management, reward policies, and other HRM procedures, which influence sustainable development and long-term competitive advantage (Bücker, 2019).

Strategic HR management moved into a more advanced system of sustainable HRM (Lim et al., 2017). Strategic HRM

strived to adjust personnel management with organizational strategies (Susomrith, 2020). Their relationship is still important as HRM supports organizational strategy and connects goals and plans to HR practices (Truss, 2003) as all tasks in companies are implemented through people and/or financial resources. Therefore, HR plays a significant role in strategy formulation, and the involvement of HRM in establishing strategic organizational goals is important (Rogers et al. 2016).

Some scholars in Strategic human resource management believed that human resources like other resources, could be exploited and consumed instead of developing (Ehnert, 2009). Others considered human resources as investment and capital of an organization and adopt a sustainability lens (Stankeviciute & Savaneviciene, 2018). The first is short-term orientation while the second is a long-term view. Park and colleagues (2019) argue that „human resources can be developed and reproduced“ as technologies cannot replace people and there are tasks that can be performed only by people.

Sustainable human resources management is described as *„the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback“* (Ehnert et al., 2016).

The concept of Sustainable HRM is also referred to Green HRM (e.g. Ren et al., 2018), corporate social responsibility (CSR) (e.g. Saeed et al. 2018), Triple Bottom Line and Common HRM (e.g. Piwowar-Sulej, 2021). The triple bottom line aims at implementing environmental, social, and financial goals synchronously and Green HRM puts emphasis on environmental sustainability (Kainzbauer & Rungruang, 2019; Anlesinya, & Susomrith, 2020). In general, socially responsible HRM is focused on economic and social values but economic goals are highlighted; Green HRM is concentrated on economic and ecological values but economic values are principal; Triple Bottom

Line HRM underlines triple bottom line aims with the purpose of economic objectives, Common Good HRM centers common-good values focusing on solving sustainability challenges (Aust et al., 2020).

Ultimately, Sustainable HRM positively influences employees' performance and perceived organizational support (Almarzooqi et al., 2019). Accordingly, companies need to implement sustainable HRM taking into account today's dynamic markets as employees' values lead to productivity and success (Almarzooqi et al., 2019).

Thus, sustainable HRM ensures employees' long-term development and growth. It helps companies to achieve a lasting competitive advantage.

CONCLUSION

This paper explored the connecting links between sustainability in organizations and sustainable human resource management. It sheds light on the impact of Sustainable HRM on employee wellbeing and underlines the importance of implementing sustainability in organizations to maintain resources, survive and succeed in the global competitive market.

Discussions about sustainability begin with the description of planetary grand challenges humankind is tackling today. These involve limited resources, climate change, pandemics and diseases, wars, poverty, inequality, and natural disasters. Significant positive changes can be brought about by the business sector along with governments with their sustainable behavior and actions that contribute to sustainable development. SDGs are elaborated to facilitate organizations in planning and implementing their activities according to sustainable principles.

Sustainable HRM contributes to achieving sustainability through human resources. It promotes appropriate behavior and actions to improve ecological and social footprints while

gaining economic and financial goals. HR professionals, managers, and company directors of sustainable-focused organizations should take into consideration sustainable HRM aspects along with promoting HRM practices.

Thus, sustainable HRM practices and policies impact workers' wellbeing, performance, and work-life balance as well as enable organizational success and effectiveness.

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VIRTUAL LEADERSHIP – LEADING FROM DISTANCE



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Abstract: *For managers who have a conventional/routine management style, managing employees that are not in the office but work remotely is a whole new challenge. Until a few years ago, virtual teams, and through it, virtual leadership were an exception rather than the rule or standard of working. But with the outbreak of the Covid-19 virus pandemic, remote working has increased significantly. For some employees, working from home or remotely is a real advantage, but for some, this way of working is an unwanted change, as was the case during pandemic and lockdown times – a situation in which there was no other alternative but immediate adjustment.*

Whatever the reason an organization decides on virtual operations, for the management structures it certainly means the need for significant changes in operations and management. In virtual leadership, conventional management mechanisms cannot always be applied to virtual teams, because when working remotely, the manager partially or completely loses sight of the associates she/he leads. Virtual leadership is the remote management of teams and individual employees. For a virtual team to be successful, priorities need to be restructured. Working remotely brings with it

challenges such as lack of team building, communication disruption, and issues related to the work-life balance. One way available to organizations to tackle these challenges is through virtual leadership and choosing the appropriate style and techniques for it. Individuals who play the role of „virtual“ leaders can and should properly manage employees working remotely. Leadership can work well at a distance too, by taking into account the specifics of virtual teams.

Key words: remote work, virtual leadership, management, virtual teams

INTRODUCTION

Leadership is a very important component in management whether it works in a specific area of a company or for the whole organization because the leader bears direct responsibility for the performance of his collaborators and the engagement of those who are his followers. Given that the main function of leadership is to lead the whole in all segments (in the context of human resources), this in itself means that it is a very complex and special system in the development of each organizational structure. Leaders have an executive function, but in the context of their activities within the organization, they use their personal human experiences, emotions, and opportunities in order to manage everyone in the team. On the other hand, the team cannot and must not have an "I" player - but the phenomenon of "I" occurs as a result of the work disengagement of certain people. Such persons are the direct responsibility of their leader because he is the one who engages his collaborators to fulfill the organizational goal.

Leaders around the world are held liable, at least in part, and often for the whole success or failure of a team or organization. The managers of companies are paid realistically for the executive functions due to the assurance that they hold the future of the company in their hands. When organizations fail, managers and directors are held responsible. However, research has shown that leadership is critical to an organization's success. Leadership can also be defined as an act of influencing others to work towards a specific goal. Leaders exist at all levels of an organization. Some leaders have authority because of their

position and can use the power that comes from their position, as well as a personal one to influence others. They are called formal leaders.

In contrast, informal leaders do not have a formal leadership position in the organization but demonstrate leadership by influencing others with their personal forms of power.

But of particular importance is the fact that: Leaders do not use force to influence people. Instead, people on their own will accept the leader's goal as their goal. If a person uses force and punishment, that person is a dictator, not a leader.

On the other hand, it is certainly very important to know about all those parameters that affect a leader to be effective. Particularly debatable are the questions - what separates people who are considered leaders from those who are not considered leaders? How can we train future leaders and improve their future abilities? These are questions that greatly influence the answers given all those levels of leadership that determine the level that can involve the leader in the position she/he holds or, creates the employment relationship in order to see all realistic elements that affect the goals and objectives, their rapid coordination, and of course solving without far-reaching consequences for all stakeholders that are directly or indirectly related to the organization.

Whether it is a leader who leads a family, group, team, organization, or corporation, leadership means inspiring others to achieve the expected results. Leadership depends on many factors that define him as a person and then as a professional, but his self-confidence is something he declares in front of others in order to be able to coordinate other employees on a much more sophisticated and intellectual level. This means that whether one is a leader in an organizational setting or has a major influence in another capacity, improving one's leadership skills also largely depends on the focus on improving what the leader has proven to be: a person who has transferable optimism, shows respect for the principles and means of work, even

when he is not sure of the visible results, has a sense of justice in which others have confidence, know human nature well, have self-control, know how to recognize the character of employees for distribution of work activities, know how to dominate to the end with everything that involves management, and certainly possess the basic virtues of the human person, and that presupposes - to be careful, wise and tactful, fair, restrained and self-controlled and show some courage to bring solution regardless of all existing obstacles.

Having in mind all these characteristics that should be an integral part of the leadership position, a very important question arises in the new virtual reality: can the leader realistically apply the personal characteristics in conditions of a different technological cycle, i.e. when the physical presence of the employees in the organization is disabled.

VIRTUAL LEADERSHIP

Working remotely or from home takes a significant swing. Until recently, virtual teams were the exception rather than the rule or standard of operation. For some employees, working remotely is an advantage, and often for them, it is the only acceptable variant of employment, but for some employees, it is rather an unpleasant obligation, i.e. a way of working. Regardless of the reasons for working remotely (organizational management decisions or emergency measures such as the pandemic situation we have recently faced), management structures and especially leaders need to be adjusted because conventional management mechanisms cannot always be transmitted equally to virtual teams. It may sound and seem difficult for a geographically divided team of individuals to come together to successfully achieve a common goal, and at the same time to be motivated to perform their responsibilities, but with the right way of leading it is certainly possible.

One of the top priorities of leaders in virtual leadership should be communication because the less the leader sees his

collaborators, the more he needs to communicate with them. The person leading from a distance is simply not able to see when one of his co-workers' despairs or encounters problems while performing his tasks. In remote work, there are no small conversations beside the water tank or during the coffee break like in conditions of classic office work, which usually gives the leader more insight into the personality of the collaborator. An additional aggravating circumstance may be that not every person is adequate or suitable for working remotely. According to a study conducted by the Robert Half Employment Agency in Canada, a quarter of employees give up the opportunity to work in the Home Office because they are afraid of not being noticed or that they may miss something. One in five felt lonely while working in the Home Office. In such cases, as well as in situations where teams are not used to work remotely, proper leadership by leaders is essential. Some of the methods available to leaders in this regard are:

- Constant exchange of information between team members and regular conversation with each of the collaborators individually
- The leader must be sure that every member of the team has all the necessary tools available (Hardware and Software Tools) for working remotely
- In the Home Office, people do not have a colleague next to them who can help them in an emergency. Therefore, the leader needs to make sure that his associates know the technologies they need.

Of particular importance for the functioning of virtual leadership is to define clear rules and structures that will allow teams to coordinate and routinely solve all tasks. That way, employees will always know who is responsible for what, when which task needs to be completed, and who makes the decisions. In order to clarify all the given goals and tasks in a timely manner, it is crucial that all important information is available

to everyone, for example via Google Drive or the intranet. Creating separate databases is essential for any project or workspace and their availability to all team members is invaluable for coordinating all relevant information. However, the fact of inspection of all external contacts, selection of project plans, deadlines, and deployment plans, or information on the appropriate working hours of individual team members must not be left out. It is also helpful to define some rules to protect work goals and objectives to avoid any type of conflict and disagreement, such as:

- Violation of regulations: Do colleagues have to announce team breaks? Are the long breaks necessary for employees to regenerate after hard work okay?
- Use of technology: Which tool is used and for what purpose? How does communication take place, is it via video call, messenger, email, or phone?
- Guidelines for communication: How long does it take to respond? What does it mean to keep records? Are communication breaks allowed for concentrated work and why are they necessary?

Regular contact between employees, the team, and leaders is also of particular importance for virtual leadership. This means that the leader has a regular brief meeting with the whole team. For example, a virtual morning stand-up where each team member briefly tells what they are working on and what else is planned for the rest of the day. But the leader should always keep in mind the current situation of some of the employees, especially those who are afraid of being seen in the home office or who feel mentally unbalanced.

It is important for the leader to use his/her productive day guidelines for those working remotely with less focus by not burdening them with overwork and reminding them to take breaks and get back in the mood. A challenge for the leader is also accepting the fact that home office employees do not want to feel under control or monitoring. It not only disrupts the

working day of employees but also destroys their motivation and productivity of work. Experience has shown that for many leaders, the feeling of lack of control is a real challenge. But one of the most important elements in running a successful virtual team is trust. Micro-management at a distance is absolutely out of place and causes dissatisfaction among employees or the whole team.

In order to maintain trust between employees, as well as with leaders, it is important to schedule regular visual contact through video conferencing at regular intervals in order to maintain loyalty and a sense of community. The fact that employees can be seen automatically creates closeness and better understanding with each other. Video conferencing allows you to create not only good communication but also a sense of humor. This in turn helps to avoid certain misunderstandings not only in verbal but also in written communication.

The virtual visual contact gives the leader a much deeper insight into both the mood of the team and the well-being of the individual. Therefore, it is advisable to have critical conversations via video call so that the leader can also read body language.

All of this points to important things that leaders who work remotely with employees should never forget the fact that for an organization not only work is important but personal - interpersonal relationships are also important for a strong, productive team. The fact is that those who work remotely are often very focused on task-related exchanges, and social issues that are invaluable often lag behind.

There is a simple solution for leaders: during virtual meetings, plan a little time for personal conversation - and thus set a good example for understanding a range of situations that are related to the lives of employees. Another point that is important for the overall management between the leader and the employees is setting a virtual lunch date for the whole team,

and the opportunity to talk together on the computer in a relaxed atmosphere.

This way of coordinating with the employees enables the leaders to establish and respect a work-life balance of all stakeholders.

At the same time, the flexible operation of the home office undoubtedly offers numerous advantages. Proponents of her case have been working to make the actual transcript of this statement available online.

Leaders should also consider the health of their employees. For example, if viral illnesses are uncontrolled, it is also a way to give employees more security and at the same time minimize the risk of infection and allow employees a relaxed state for any employee problems.

But, of course, the fact that from the need to create a better balance between work and life, distance work can do the opposite. Highly motivated employees risk mutating into real workaholics when they work from home and are out of all social contacts which negatively affects the psychological profile of all employees. Therefore, in conditions of remote work, it is essential to create awareness of the right balance between work and life of team members.

It is especially important for the leader to set a good example and to clearly define working hours for himself. This includes respecting the working hours defined by each individual and not contacting outside of these hours, as well as not disturbing colleagues when offline.

CONCLUSION

All these facts indicate that remote work will continue to increase in the future. The number of purely virtual teams will increase. And even if most of the team is on-site, individual remote workers may need to be involved. A good reason for leaders is to position themselves well for the digital future given all

these elements that dictate the new way of leadership, virtual leadership.

The traits approach identifies the characteristics needed for a person to be seen as a leader as well as to be successful in their role. Intelligence, extroversion, conscientiousness, openness to experience, and integrity are the most likely characteristics of a leader. The behavioral leadership style approach identifies the types of behaviors that leaders demonstrate. Ethics has become an explicit focus on leadership theories such as service and authentic leadership.

When leaders learn to apply existing forces as a leader, then both their lives and the lives of employees begin to change on many levels and they simply become transformational leaders who are ready to solve all situations no matter the space, but always taking into account the internal and external dialectics of the employee's personality for the benefit not only of the organization but also for the creation of a different society where everyone will be important.

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GREEN HUMAN RESOURCES MANAGEMENT – A SOLUTION FOR SUSTAINABLE ORGANIZATIONAL DEVELOPMENT



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Abstract: „Sustainability“ – a term in social and societal discussion with increasing application. How can organizations implement sustainable (green) HRM? The answer to this question is complex and is based on global development and socio-political issues to be discussed. The corona-virus pandemic has clearly shown us all the basic and so far, obvious prerequisites on which our economic success depends. Sustainable management of human resources means creating environmental, social and health conditions for both present and future generations. Finally, the growing international dimension of the current discussion makes it clear that sustainability is an issue that affects us all. Employers and employees face joint challenges to reconcile sustainability and profitability. This paper aims to enlighten the reader on the topic of green HRM by reviewing the existing literature, to contribute to the knowledge by highlighting the significant works of various researchers in a very simplified manner. It focuses on the current status of green HRM practices in the countries Germany and China, where HRM has been a leading topic in recent years and where good practices and ideas can be highlighted.

Key words: Green HRM, sustainability, leadership, motivation, best practices in green HRM

INTRODUCTION

Human Resource Management (HRM) is identified in the literature as a key factor in the development of organizations that can positively influence employee performance through focused, effective, and transparent people management policies (Daily & Huang, 2001).

In this direction, there are several researchers in Bulgaria who have developed the theory of HRM and built upon various aspects of it over the years (E. Vachkova, M. Peycheva; E. Ribarska; M. Atanasova, V. Vasilev, etc.).

On the other hand, in view of the ongoing public debate on climate change, sustainability is becoming an important criterion for organizations. Green Human Resource Management (GHRM) is a modern derivative of HRM and combines human resource management with environmental management. GHRM is applied by organizations to implement corporate green strategies by providing opportunities and motivating employees to participate in environmental activities, and there is currently a real boom in interest in GHRM practices.

Supported by the ability-motivation-opportunity (AMO) model, green HRM is expected to influence employees' organizational behavior (Bowen & Ostroff, 2004). However, the literature on green HRM has so far been largely conceptual. The extent to which employee perceptions of an organization's green HRM policies influence employee behavior and social and psychological processes in the workplace has not been sufficiently or thoroughly empirically examined. As an emerging concept, green HRM has been conceptualized to elucidate how it influences employee behavior in the workplace. HRM is limited to one effect that indirectly affects employee green behavior at work through the mediation of psychological green climate. Individual green values mitigate the effects of psychological green climate on green worker behavior outside of the role, but not the effects of HRM or psychological green climate on behav-

ior. These findings suggest that green HRM influences employees' in-role and out-of-role behaviors at work, but that this manifests in different individual social and psychological processes. This focus is undeniably relevant to employee motivation in organizations (Vasilev & Icheva, March 2021).

STATEMENT

Since the 1990s, researchers have investigated whether and what role human resource management can play in improving corporate environmental orientation. In the early 1970s, business started to pay more attention to climate protection and introduced environmental management caused by local air pollution, the first oil crisis and the first Club of Rome report. In the last decade, the need to integrate human resource management (HRM) with environmental management (ENM) has been increasingly recognized (Orlitzky & Swanson, 2006).

For example, in German academic circles the term „green HRM“ is used as a name for environmentally sustainable HRM (Renwick, Redman, & Maguire, 2013) was only adopted as such in 2008. In a special issue of the *Zeitschrift für Personalforschung* (German Journal of Human Resource Management) in 2011 the term „green HRM“ was published.

Dron, Müller-Camen, and Obereder offer one of the well-established definitions, „Green HRM is understood as all aspects and practices (of HRM) that pursue the goal of environmental sustainability“ (Obereder, Dron, & Müller-Camen, 2018).

Researchers Saeed, Afsar, Hafeez, Khan, Tahir, and Afridi (2019) point to two key psychological parameters as major impact factors in green HRM: Environmental knowledge: awareness of the need to protect the environment and increased likelihood of environmentally friendly behavior (Afsar, Badir, & Kiani, 2016).

Environmental psychological climate: Such a climate signals that the organization supports environmentally friendly behaviors and attitudes. This is conducive to environmentally

friendly behavior by employees who adjust their workplace behavior to the perceived company culture (Burke, Borucki, & Kaufman, 2002).

Research and publications in Bulgaria in recent years have increasingly addressed components of these ideas, especially in the section of corporate social responsibility and the role of motivation in the human resource management process (Vasilev, 2020). In such a context, this research paper is a request of the authors to continue research efforts in this direction in order to fill this research gap in theory in Bulgaria.

About the relation „leadership-motivation-HRM“

The battle for employee consciousness will have particularly severe consequences in each situation, and recent years have proved this conclusively. Managers who believe there will always be job applicants are potentially doomed to failure. The qualities of new employees are coming to the fore. Particularly important is the time for the transfer and exchange of best practice in this direction. In such a situation, best practice in this respect is mandatory and irreversible as a future management tool and the aspects of green HRM are a suitable foundation for this purpose.

For example, one of the relatively new studies of the US National Academy of Public Administration identifies some challenges for the 21st-century leader. Previously traditional management skills are being replaced and enriched by new ones, such as:

- Strategic thinking skills, especially in relation to the application of technology to strategy.
- Analytical abilities, especially the ability to sift through the vast amount of information currently available.
- The ability to defend and make decisions in an environment of uncertainty and ambiguity.
- Ability to use different management styles in a diverse environment involving three or four generations of workers.

- Abilities to manage people who are physically not in one place, which requires new technologies and new qualities.
- Ability to manage people with varying degrees of commitment to the organization – temporary contracts, contractors, permanent staff, etc.
- Ability to manage and create agile teams, leveraging the individual skills of a variety of employees external to the organization without detriment to their permanent jobs.

Moreover, Ken Jacobs in one of the key studies for 2021, brings out the following critical to organizational success – qualities of leaders (Jacobs, 2021):

- Emotional intelligence (EI) remains the most important skill for leaders who want to be effective.
 - Transparent leaders reassure their followers.
 - Courage is more important than ever.
 - Leaders must play an active role in the physical, mental, and emotional health of their team.
 - Leaders must be agile and flexible.

In practice, the results of underestimating these tendencies would predictably be disastrous, with the problem often being the inability of leadership and subordinates to communicate effectively. In summary, we can add that work will become more agile soon. Greater flexibility is expected with the move towards remote working (Gigauri, 2020).

Best practices – Germany

In this part of our research, we present some good practices and ideas that can be foundations for the development of organizational practices in different management challenges.

For example, in 1987 the famous Brundtland Report of the United Nations Commission on Environment and Development (WCED, 4 Aug. 1987) was published, which played a crucial role in bringing the issue of sustainability to the attention of

people around the world and in spreading the definition of sustainable development as „development that meets the needs of the present without compromising the ability of future generations to meet their own needs“.

The principle of sustainability is gaining popularity in many German organizations and while the issue of 'sustainability' was not covered in HRM in the past, it has become a core aspect of green HRM in the last decade.

In Germany it is assumed that HRM always has clear aspirations to be sustainable, in the sense of fit for the future. It is worth taking a closer look at the relevant understanding of sustainability used in practice and research, as rationalities or value orientations lie behind the rationale for sustainable actions.

A study by IFO (Institute for Economic Research) and Randstad shows that HR also benefits from sustainability principles (Randstad-ifo, 2020). The survey was conducted in the first quarter of 2020 and involved HR managers from Germany. Three quarters (76%) of the HR managers surveyed stated that sustainability is an important topic for their organization. Almost half of German organizations see HR as having great potential to drive sustainability within their own organization (43%). This puts sustainability as an HR concept second only to efficient use of resources (73%).

As an important measure for greater HR sustainability, respondents state that they use more flexible working time patterns (48%). This primarily includes various forms of home office solutions, which since the time of Covid-19 have definitively established themselves as an integral part of the new working world.

Another observable trend is that employees prefer employers who are committed to sustainability. For more than a third of employees, sustainability is an important criterion when choosing an employer (35%). Looking at the employer side, long-term employee loyalty is a key motivator for engaging in greater sustainability (52%). This has been evidenced in

several research publications in recent years, with strategic approaches to communication processes being a particularly sensitive element (Vasilev & Stefanova, 2021).

According to the results, the increased discussion about sustainability in recent years has led to a change in corporate culture in almost half of the companies. Sustainability is not only a „green“ issue, but a major driver of green HRM in Germany.

Best practices - China

Corporate social responsibility (CSR), often also referred to as sustainability, is an integral part of the business strategy of almost all organizations. CSR has become a global social norm (Köster-Brons, 2020).

As the largest developing economy in the world, China is currently a major polluter of the environment. China's stunning evolution as a regional and global power over the past few decades has led to significant challenges, including addressing issues of sustainable growth, pollution, socially responsible programs, and maintaining the balance between economy and society to ensure a „harmonious society“. The HRM Act offers organizations and workers the opportunity to contribute to overcoming these social challenges by applying the fundamentals of HRM policies while embracing environmental ideals.

Chinese organizations are embarking on environmental management activities to comply with government environmental regulations, which have become much stricter in recent years. Due to the negative impact of corporate activities on local communities, the Chinese public is also beginning to demand that organizations meet their environmental obligations.

Organizations and managers generally recognize that environmental stewardship can indirectly benefit financial performance by increasing investment and sales. It is also believed that HRM is an important tool that can effectively implement corporate strategies to achieve these goals. Although green HRM is an emerging concept and is relatively new to many

managers and organizations, aspects of HRM management already exist. Organizational green objectives are likely to be achieved through the implementation of specific green HRM policies and practices, applying four main stages of HRM, which are:

- 1) recruitment and selection,
- 2) training and development,
- 3) performance and evaluation, and
- 4) rewards and compensation.

These policies and practices should be implemented at the organizational level through HR practitioners (Govindarajulu & Daily, 2004; Lis, 2012; Renwick, Redman, & Maguire, 2013). To achieve green goals and environmental initiatives, organizations should:

- 1) promote a green image and develop recruitment processes that attract capable and motivated employees who share common values and principles (i.e., green ideals) with those of the organization;

- 2) initiate processes and activities that motivate, engage, and encourage employees to participate in green initiatives and improve employee green skills, in the context of motivational processes;

- 3) ensure that corporate values relating to achieving green goals are clearly communicated to employees;

- 4) ensure that employee green performance is monitored, recorded, and evaluated appropriately;

- 5) link employee contributions to green performance to internal promotions and visibly promote financial and non-financial rewards (Daily & Huang, 2001; Renwick, Redman, & Maguire, 2013).

Five effective strategies for green HRM

Sustainable development is playing an increasingly important role in the development of organizations, and particularly in the management of human resources within them.

Young job seekers are particularly concerned with positioning the organization in terms of green and other ethical standards (Presley, Presley, & Blum, 2018). Therefore, HR managers of an organization should pay attention to green management.

In this part of the paper, 5 green HRM strategies, called the „HRM Pyramid“, are presented that can serve as a guide for any organization in developing its own HRM concept (Грешка! Източникът на препратката не е намерен.).

Figure 1. GHRM Pyramid - 5 effective strategies in developing your own GHRM concept



1. Green recruitment

When recruiting staff, organizations can focus on candidates with a green mindset, as their knowledge will reflect in their work and at the same time positively on the organization's HRM concept. This strategy can be implemented by developing a reputation as a green organization by highlighting it in job

advertisements to attract the attention of an environmentally minded target group (Jabbour, 2016).

2. Green training

Green training aims to motivate employees to learn and implement environmentally friendly behaviors. With the help of theoretical and practical courses, it can draw employees' attention to the importance of environmental protection and guide them towards sustainable behavior. Linking training to a type of reward can increase employee motivation.

3. Green motivation

Actively engaging employees in environmental protection can have long-term success for the company. According to Renwick et al. (2013) green motivation includes: a clear green vision in the company; a green learning climate where employees control each other; different communication channels for optimal internal exchange on the topic of environmental protection; opportunities for input, e.g., in green working groups; and encouraging active participation in the implementation of the company's green goals.

4. Green reward system

A system of rewards for environmental contributions can encourage and reinforce desired behavior. Despite criticisms of financial incentives, a combination of monetary (e.g., additional payment for a public transport ticket) and non-monetary rewards is usually recommended (Renwick, Redman, & Maguire, 2013). Non-monetary rewards can include paid leave, certificates, or praise to the entire organization, which instills pride in the awardees and positively reinforces their environmentally friendly behavior (Veleva & Ellenbecker, 2001).

5. Environmental results management

Effective performance management requires a system for evaluating employee performance against environmental criteria, for example through regular feedback. To implement this strategy, first green performance indicators must be defined. It is also possible to provide consequences for employees who fail

to meet environmental targets to encourage them to change their behavior (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

CONCLUSIONS AND IMPLICATIONS

Taking a cue from Western countries such as Germany, the Netherlands, etc., effective green HRM should be focused on identification with sustainable development. Creating an emotional attachment to this value system, and in addition to environmentally friendly behavior, plays an important role in the future financial success not only of individual organizations but also for the global economy. By combining several of the above strategies, a win-win policy can be achieved for both organizations and its employees. Last but not least, by taking small steps towards a greener mindset, every single person can help protect the environment.

In summary, we can note that the world is facing truly challenging years ahead. The future of us humans depend to a great extent on the adaptation of organizations to the dynamics and changes of the environment!

And we will conclude with the words of the father of management, Peter Drucker – „Leadership is about taking people's worldview to another level, improving their performance to a higher standard, building the individual beyond his or her limitations“.

It is our turn – to show leadership by actions!

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THE NEXUS BETWEEN JOB RESOURCES, JOB SATISFACTION AND EMPLOYEE ENGAGEMENT: EMPHASIS ON PUBLIC SECTOR SERVICE PROVIDING ORGANIZATIONS IN WOLAITA SODO TOWN; WOLAITA ZONE, ETHIOPIA



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Abstract: Purpose of the current study was to investigate the mediating effects of job satisfaction in the relationship between job resource and employee engagement. In this study quantitative approach was employed with self-administered questionnaires as an instrument to collect necessary data. Based on review of existing literature on the topic, the researcher developed series of hypotheses in order to explore the relationships among the study variables and to test the effects of mediator. The author tested a model proposing that job resources would have positive associations with employee job satisfaction and positive direct and indirect associations with an employee engagement. The proposed hypotheses were empirically tested by using confirmatory factor analysis (CFA) and structural equation modeling (SEM) on cross-sectional survey data collected from 336 employees working in different public sector organizations in Wolaita Sodo town; Wolaita Zone Ethiopia. IBM SPSS and AMOS 23 was used for the statistical analysis. Results showed that job resource has statistically significant and positive direct effect on employee engagement ($r=.27$) as well as on job satisfaction ($r=.68$). In addition, employee job satisfaction has significant and positive direct effect on employee engagement ($r=.33$). Furthermore; the indirect effects of job resource on employee engagement also positive and statistically significant ($r=.23$). Here, job satisfaction partially mediates the association between job resource

and employee engagement. As a result, future researchers should incorporate other mediating as well as moderating variables. Furthermore; in future study researchers should prove this result by large sample size and longitudinal data.

Key words: employee engagement, job satisfaction, job resource, public sector organization

INTRODUCTION

The term „employee engagement“ was coined by (Kahn, 1990), as the first academic researcher to define it and had defined it as „the harnessing of organization members' self to their work roles“. In other word according to Kahn (1990, 1992), through engagement employees employ and express themselves *physically, cognitively, and emotionally* throughout role performances. Physical dimension refers to physical involvement in the task at hand, cognitive dimension refers alertness and absorbed at work, and emotional dimension means connection with job while working with dedication and commitment. Schaufeli et al. (2002), states that „work engagement is a motivational psychological state with three dimensions; vigor, dedication and absorption“. Accordingly, **vigor** consists of energy level and mental resilience, determination, and consistency in job; **dedication** consists of inspiration, enthusiasms, and high involvement in job; and **absorption** involves the sense of detachment from surroundings, concentration on job, and awareness about the time spent on job.

In the 1990s, strategy researchers and practitioners began looking for new strategic possibilities after realizing that traditional sources of competitive advantage, such as natural resources, access to financial resources, technology, protected or regulated markets, and economies of scale, had become increasingly easier to imitate and thus lost their strategic power (Pfeffer, 1994; Becker & Gerhart, 1996). As a result, a resource-based view (RBV) of the firm emerged, in which strategy experts shifted their focus from the external environment to the internal context of the organization, emphasizing the critical role of organizational resources and capabilities, which were viewed as

the organization's strategic foundation and primary source of competitive advantage. RBV proponents believed that instead of focusing on market competitiveness, businesses should focus on acquiring, deploying, developing, and maintaining their resources (Barney, 1986; Hamel & Prahalad, 1996; Colbert, 2004). Though all three types of resources are necessary for organizational performance, in twenty first century, human resources and their management been seen as critical sources of sustained competitive advantage for the firm (Bae & Lawler, 2000; Doorewaard & Benschop, 2003).

JUSTIFICATIONS & RESEARCH GAP

The changing global economic environment over the last few decades has placed a premium on the need for improved personnel and organizational performance. Increased globalization, the emergence of new technologies, increased customer awareness and demand for service quality, stockholders' expectation to increase revenue while lowering costs, and the „war for talent“ to attract and retain high-performing employees are all contributing to new challenges. Human resources in general and engaged employee specifically considered as the most important of all the resources(Bae & Lawler, 2000; Doorewaard & Benschop, 2003) available to enable a company to compete and succeed in today's dynamic and competitive environment by increasing organizational effectiveness, efficiency, and production.

In case of Ethiopia, despite the fact that the government introduced different reform programs (Civil service reform program, Result-Oriented Performance Appraisal System (ROPAS), Business Process Reengineering, Balanced Record Card, Change Army, Kaizen, Deliverology and Citizen’s Charter) to increase service delivery and customer satisfaction; research studies on the issue indicated that it couldn’t addressed the problems of good governance and service performance of the sector (Gobena, 2019; Mulugeta, 2018). Other studies also

indicates public service reform initiatives were far from meeting their goals (Tadesse, 2006) and it has been lacking the required ownership as well as commitment from the side of lower-level leadership and employees.

Employee engagement has been identified as one of the engine for employee as well as organization performance. The premise is that if good management practices exist in general and HRM especially inside public sector organizations, employee engagement will increase, and employees will be willing to perform to a satisfying level and which will leads to higher levels of organization performance (Markos & Sridevi, 2010; Saks, 2006; Lockwood, 2007). According to Tensay & Singh (2020), employee engagement is a strong predictor of performance of public sector service organizations in case of Ethiopian context because an engaged workforce is happy, motivated and hence can boost organizational performance. Employees who are engaged in their work and committed to their organizations provide critical competitive advantages, such as higher productivity and lower employee turnover, higher work quality (Kahn, 1992), and fewer safety incidents (Robbins et al., 2013) and lower turnover intentions (Mcshane & Glinow, 2010).

According to Gallup's 'State of the Global Workplace' report of 2020; highly engaged organization realize 41% lower absenteeism, 17% higher productivity, 59% lower turnover, 40% fewer quality incidents (defects), 70% fewer safety incidents, 10% higher customer metrics, 20% higher sales, 21% higher profitability and 41 % lower absenteeism. However; even if there is scanty research finding which indicates level of employee engagement in general and specifically in Ethiopia context, the existing literature indicates current level of employee engagement is low in general and very low in public sector organizations. The global aggregate from Gallup data collected in 2014, 2015 and 2016 across 155 countries indicates only 15% of employees worldwide are engaged in their job. Two-thirds are not engaged, and 18% are actively disengaged.

Despite the widely held ideas and all-too-common assertions towards the benefits of having engaged human resource for the organizations success, it gained less attention from practitioner and academicians. From practical point of view, both the firm's human resources and the HR department are given a low priority. Human resource department is considered as a „supportive“ organization function; due to this it is not one of the organization's primary departments theoretically in business value chain and practically in organization structure. Even today, most HR tasks are regarded as less significant than finance, information technology, marketing, and other departments for a variety of reasons (Barney & Clark, 2007). According to (Knies et al., 2018; Dobre, 2013), while organizations benefit from gaining a competitive advantage, few do so, and even fewer do it through human resource methods.

Existing literature also indicates different views towards job satisfaction & employee engagement relationship. Some of existing literature (e.g. Saks, 2006; Gujral & Jain, 2014; Bhuvanaiah and Raya, 2014; Iqbal et al., 2017; and Akingbola et al., 2019) considered job satisfaction as an outcome of employee engagement. On the other hand, findings of (Garg et al., 2017; Bellani et al., 2017; Tepayakul & Rinthaisong, 2018; Djoemadi et al., 2019; and Linggiallo et al., 2021) indicate job satisfaction as one of an antecedent for employee engagement.

In addition to that, from an academician perspective, public sector is underrepresented in HRM Performance research (Guest et al., 2003; Vermeeren, 2014) and the majority of strategic HRM studies have relied on empirical evidence from private enterprises (Knies et al., 2018). Although various studies looked at the impact of HRM on the performance of manufacturing and commercial enterprises in developed nations, empirical evidence from developing countries like Ethiopia in case of public sector organization was scarce (Singh and Kassa, 2016). Specifically, there is no empirical study which indicates a link between job resource, job satisfaction & employee engagement on the

study area. Thus, the current study was focused on empirically investigating effects of job resource on employee engagement with mediation role of employee job satisfaction in reference to public sector organizations in Wolaita Sodo town, Wolaita Zone Ethiopia.

LITERATURE REVIEW AND HYPOTHESES

- Relationship between job resource and employee engagement

In this study, job resource seen from three dimensions such as: (i) organizational justice or fairness of treatment, (ii) social support (perceived organizational support and perceived supervisor support) and (iii) job character or nature of the job itself. According to Colquitt et al. (2001), when employees perceive their company to be just, they are more likely to feel obligated to be just in how they accomplish their jobs by giving more of themselves through higher levels of engagement. Existing previous studies indicates the presence of association between organizational justice and employee engagement (Maslach et al., 2001; He et al., 2014).

Perceived organizational support (POS) refers to a general belief that one's organization values their contribution and cares about their well-being (Rhoades and Eisenberger, 2002) and perceived supervisor support (PSS) is described as the extent to which employees believe their superiors are concerned about their well-being, value their efforts, and are generally supportive of them (Cole et al., 2006; Kossek et al., 2011; Rhoades & Eisenberger, 2002). The basic premise of social support research is social exchange theory. According to Eisenberger et al. (2001), perception of social support creates an obligation on the part of employees to care about the organization's welfare and to help the organization reach its objectives. Furthermore, findings of (Schaufeli & Bakker, 2004; Cropanzano & Mitchell, 2005; Brunetto et al., 2013; Jin & McDonald, 2016; and

Li et al., 2017) confirm that there is an association between perceptions of social support and employee engagement.

Kahn (1990), argued that physical demands and work conditions are likely to be negatively connected with engagement since they drive workers to perform activities as if guided by external scripts rather than self-invest in their work. The JD-R model of (Demerouti et al., 2001) also emphasizes the importance of job design in fostering engagement. There is an argument by scholars that employees might be engaged by physical, social, or organizational components of their jobs, if workplace resources mitigate the negative impacts of high work demands, promote goal attainment, and encourage personal growth and learning (Bakker & Demerouti, 2007). Employees who are given enriched and challenging occupations will feel obligated to respond with increased levels of engagement according to SET theory point of view. Empirical findings by different scholars has also confirmed the strong association between elements of job design and levels of employee engagement (Chiekezie & Onyekachukwu, 2015; Bakker & Bal, 2010; Saks, 2006; May et al., 2004; Schaufeli & Bakker, 2004). Given the above theoretical claims and findings of previous studies, the following hypothesis is drawn;

Hypothesis 1: There is strong and positive relationship between job resources and level of employee engagement in a given organization.

- Relationship between Job resource and job satisfaction

Employee perceptions of organizational fairness may foster a positive work environment. When there is a lack of organizational justice (employers treat employee unfairly), employees are more likely to be dissatisfied with their jobs. The results from previous studies (Mashi, 2017; Bakhshi et al., 2009; Fatt et al., 2010; Elamin & Alomaim, 2011) show significant relationships exist between organizational justice dimensions and job satisfaction.

Perceived social support has been linked to a variety of positive outcomes (e.g. job satisfaction, organizational commitment, employee engagement, job performance... etc). Furthermore, employees who feel valued and appreciated by their employers are satisfied in their jobs and loyal to their employers. Many prior research have found a strong positive link between perceived social support and job satisfaction; higher levels of perceived social support resulting in higher levels of job satisfaction (Maan et al., 2020; Winarto and Chalidyanto, 2020; Kula and Guler, 2014; Fu et al., 2013; Colakoglu et al., 2010; Riggle et al., 2009; Burke, 2003).

According to the job characteristics model, employees' psychological states are produced by five fundamental dimensions of job characteristics (skill variety, task identity, task significance, autonomy and feedback); and these fundamental job qualities influence personal and work-related outcomes such as motivation, satisfaction, and turnover (Hackman & Oldham, 1976). Employees experience three psychological states as a result of these job characteristics: experience of meaningful work, experience of responsibility for work outcomes, and knowledge of the actual results of work activities (Hackman and Oldham, 1976). Employees who believe their occupations are significant and useful are more likely to be satisfied with their jobs than their competitors (Liden et al., 2000). Job characteristics are a major antecedents of different individual and outcomes, including job satisfaction and this is supported by large body empirical research (e.g. Raihan, 2021; Hwang & Jang, 2020; Rashed et al., 2017; Katsikea et al., 2011; Rich et al., 2010; Thomas et al., 2004; Judge et al., 2000). Based on the above discussion the following hypothesis was formulated:

Hypothesis 2: There is strong and positive relationship between job resource and job satisfaction.

- Relationship between job satisfaction and employee engagement

An employee can be satisfied with a job without being engaged in the job. Employee engagement is much more than being content with pay and nature work because that contentedness is merely job satisfaction and it is enough to retain employees; but it's not enough to ensure productivity as well as organizational performance. On the other hand, employee engagement does promote increased productivity and sustainable organization performance. Existing literature proves employee satisfaction is the foundation upon which employee engagement can grow and thrive (Djoemadi et al., 2019; Bellani et al., 2018; Garg et al., 2017; Vokić & Hernaus, 2015; Das & Mishra, 2014; Saradha & Patrick, 2011; Schaufeli et al., 2002). Based on the above facts from existing literature, the following hypothesis is developed:

Hypothesis 3: There is positive and strong relationship between job satisfaction employee engagement.

Hypothesis 4: Employee job satisfaction mediating the relationships between job resource and employee engagement

METHODOLOGY

- Research Design

An explanatory research design was used to study effects of Job resource on job satisfaction and employee engagement among the employee of public sector organizations in Wolaita Sodod town, as population of study. A cross-sectional field study was conducted to evaluate the hypotheses through a quantitative technique of survey. Through self-administered questionnaires, 336 valid data were obtained from employees who are currently working in the case organizations and based on that data analyses were made.

- Population & Sampling

- Population

The target population for the current study was employee from 10 (town administration office, town education office, town health office, town municipality, town trade & industry

office, town finance office, two secondary school teachers and two health center employee) public sector organization located in Wolaita Sodo town. According to data obtained from respective human resource department, the total number of employee in ten organizations is 2042.

- *Sampling*

o **Sample size**

To determine appropriate sample size for the current study, I have used Cochran model for sample size determination as indicated by Yamane (1967). The Yamane formula is:

$$n = \frac{N}{1+N e^2}$$

where:

n = sample size;

N= total number of study population;

e = maximum variability or margin of error 5% (0.05);

1= probability of the event occurring.

Therefore, by using Yamane (1967) formula, the sample size applied in the study was:

$$n = [2042 / \{(1+2042(0.05)^2)\}] = \underline{\underline{335}}$$

In order to offset an anticipated low response rate, 10% of 335 add to the total sample size. As a result, a total sample size is **369**. This is more than recommended size for applying statistics tools such as; factor analysis, AMOS, regression etc. (Field, 2013; Julie, 2005).

- *Measures*

o *Job resource*

The items used to measure the three job resources dimensions were adapted from existing scales as well as self-developed. Employee perceptions regarding justice/fairness of treatment were assessed by using three items adapted from (Colquitt, 2001; Rupp and Cropanzano, 2002). Perceived social support was measured by using three items adapted from (Rhoades, Eisenberger and Armeli, 2001). Job character (autonomy, feedback & significance) was measured by using three

items developed by the author based on (Hackman and Oldham, 1976) motivation through the design of Work model.

○ *Job satisfaction*

Job satisfaction was measured by 8 items which was adapted from (Martins and Proença, 2014) for the current study. It is further divided into two sub-categories (Intrinsic Job Satisfaction and Extrinsic Job Satisfaction).

○ *Employee Engagement*

The nine items adapted from (Rich, Lepine and Crawford, 2010) were used to assess employee engagement. This scale was chosen because it assesses all three dimensions of employee engagement (physical, emotional, and cognitive), which is more in line with Kahn's (1990) definition of employee engagement (He, Zhu and Zheng, 2014). As a result, in this study each dimension of employee engagement was measured by three items from the original six item lists to avoid item repetition due to similar meanings.

● *Empirical results and discussion*

● *Reliability tests*

Cronbach's alpha was utilized in this study to examine the constructs' reliability. Cronbach's alpha coefficient is one of the most widely used markers of internal consistency (Field, 2013). Cronbach's alpha coefficient which is greater than 0.70, can be used as a base line to assess constructs reliability (Field, 2013). Analysis result indicates, for the current study the Cronbach alpha coefficient of all constructs are greater than .70 and this shows almost all constructs of current study have good internal consistency. This indicates it is possible to conduct component analysis (Field, 2013). *Table 1* below shows the item-to-total correlation for each construct, as well as the corresponding reliability coefficient.

Table 1. Construct Reliability (Chronbach Alpha)

Constructs	No. of Items	Chronbach Alpha (Reliability)
Job Resource	9	.873
- Justice	3	.723
- Social Support	3	.718
- Job Character	3	.802
Job Satisfaction	8	.820
- Intrinsic Satisfaction	4	.715
- Extrinsic Satisfaction	4	.781
Employee Engagement	9	.768
- Physical	3	.705
- Cognitive	3	.704
- Emotional	3	.764

Source: SPSS analysis result – 2022.

Table 2. KMO & Bartlett's Test of Sphericity

	KMO	Bartlett's Test	
		P-value	Sig.
Job Resource			
- Justice	0.663	0.000	Sig.
- Social Support	0.664	0.000	Sig.
- Job Character	0.708	0.000	Sig.
Job Satisfaction			
- Intrinsic Satisfaction	0.695	0.000	Sig.
- Extrinsic Satisfaction	0.759	0.000	Sig.
Employee Engagement			
- Physical	0.607	0.000	Sig.
- Cognitive	0.609	0.000	Sig.
- Emotional	0.611	0.000	Sig.

Source: SPSS analysis result – 2022.

By using SPSS I have also generated two statistical tests which indicate the data's factorability. For factor analysis to be regarded suitable, Bartlett's test of sphericity must be significant ($P < 0.05$), and Kaiser Meyer Olkin (KMO) measure of sampling adequacy must be more than 0.5 (Arbuckle, 2011; Field, 2013). *Table 2* above shows that the data were eligible for factor analysis because the KMO test values for all of the factors were greater than 0.5 and the Bartlett's test was significant ($p = 0.000$).

CONVERGENT VALIDITY

In the AMOS approach, the Average Variance Extracted (AVE) is employed as a convergent validity metric. According to Fornell and Larcker (1981), AVE is can be used as a measure of the shared or common variation in a Latent Variable, that is, the amount of variance recorded by the latent variable minus the amount of variance owing to measurement error (Gounaris and Dimitriadis, 2003). According to Gounaris and Dimitriadis (2003), an AVE of 0.5 or higher would be a persuasive proof of convergent validity. *Table 3* below indicates the outcomes of the present research and the AVEs of all latent variables are greater than 0.5.; this indicating that convergent validity is good or this data does not violate convergent validity.

Table 3. Convergent Validity by Average Variance Extracted (Using AMOS)

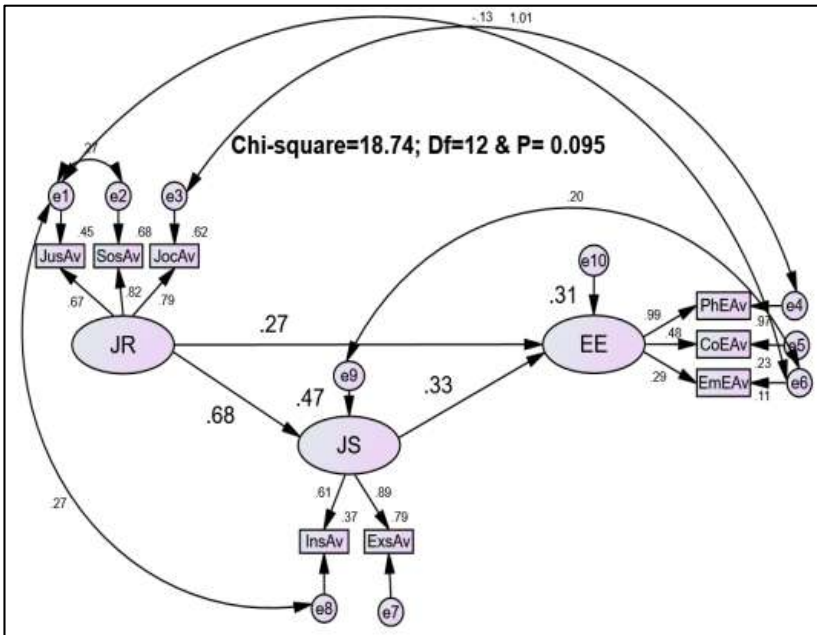
Indicator Variable		Latent Variable	Standardized Loading	Square of Standardized Loading	Sum of the Square of Standardized Loading	No. of indicators	AVE= (Sum of the Square of Standardized Loading/No. Of indicator)
JusAv	<---	JR	0.673	0.4529	1.7576	3	0.5859

SosAv	<---	JR	0.825	0.6806			
JocAv	<---	JR	0.790	0.6241			
PhEAv	<---	EE	0.987	0.9742	1.28	3	0.5267
CoEAv	<---	EE	0.478	0.2285			
EmEAv	<---	EE	0.278	0.0773			
InsAv	<---	JS	0.607	0.3684	1.1623	2	0.5812
ExsAv	<---	JS	0.891	0.7939			

Source: SPSS analysis result – 2022.

THE MODEL FIT INDICES

Figure 1. Structural regression model by AMOS (standardized estimates(r))



Source: Analysis result for current study by Amos Graphics.

Chi-square result ($\chi^2= 18.736$, DF = 12, P= 0.095) is insignificant; this suggests theoretical model fits the data (Amentie and Sogbossi, 2017). Furthermore, the fit statistics for this model within under the required threshold level (CMIN/DF (χ^2/df) =1.561 which is less than 2 and CFI = 0.993, AGFI = 0.959, GFI = 0.986, NIF = 0.980, IFI = 0.993, TLI=0.983 > 0.9) and it indicates a good fit. In addition to that, RMSEA = 0.041 is below 0.05 and it is with in good fit threshold level (Hair et al. 2010; James, 2011). In general, from all of the validity and reliability tests there is no violation of validity and reliability.

Where; JR= Job resource, JS= Job satisfaction, EE= Employee engagement, JusAv = Organizational justice, SosAv= Social support, JocAv= Job character, InsAv= Intrinsic satisfaction, ExsAv=Extrinsic satisfaction, PhEA v = physical, CoEA v=Cognitive and EmEA v = Emotional Engagement.

As indicated in table 4 below; since both critical ratios (C.R.) and P-value are significant (C.R. =8.847 >1.96 and P-value is less than 0.05) it is possible to state that job resource does influence job satisfaction as well as employee engagement. Similarly, job satisfaction does influence employee engagement. Furthermore, **Table 4** below indicates standard deviation change on one variable due one-unit standard deviation changes on determinant variables.

Table 4. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Job Satisfaction	<--	Job Resource	.794	.090	8.847	***	par_2
Employee Engagement	<--	Job Resource	.362	.128	2.833	.005	par_1
Employee Engagement	<--	Job Satisfaction	.383	.108	3.541	***	par_3

			Estimate	S.E.	C.R.	P	Label
Social Support	<--	Job Resource	1.132	.083	13.673	***	par_4
Physical	<--	Employee Engagement	1.000				
Cognitive	<--	Employee Engagement	.474	.079	5.996	***	par_5
Emotional	<--	Employee Engagement	.295	.069	4.249	***	par_6
Intrinsic Satisfaction	<--	Job Satisfaction	.717	.082	8.776	***	par_7
Extrinsic Satisfaction	<--	Job Satisfaction	1.000				
Justice	<--	Job Resource	1.000				
Job Character	<--	Job Resource	1.131	.118	9.562	***	par_8

*** is significant at the $p < 0.001$.

Source: SPSS analysis result – 2022.

			Estimate
JS	<---	JR	.683
EE	<---	JR	.271
EE	<---	JS	.334
SosAv	<---	JR	.825
PhEAv	<---	EE	.987
CoEAv	<---	EE	.478
EmEAv	<---	EE	.294
InsAv	<---	JS	.607
ExsAv	<---	JS	.891
JusAv	<---	JR	.673
JocAv	<---	JR	.790

*** is significant at the $p < 0.001$.

Table 5. Standardized Regression Weights: (Group number 1 – Default model)

In line with result on table 4, standardized regression weight result on *Table 5* also proves the presence of positive and significant effects of job resource on employee engagement and job satisfaction as well as effects of job satisfaction on employee engagement.

HYPOTHESES AND MEDIATION TEST

Table 6. Correlations Matrix

	JR	EE	JS
JR = (Job Resource)	1		
EE= (Employee Engagement)	.342**	1	
JS = (Job Satisfactio)	.566**	.384**	1
Mean	3.42	3.53	3.47
Standard Devaition	0.828	0.674	0.798

** Correlation is significant at the 0.01 level (2-tailed), n=336

The current study assessed the effects of job resource on job satisfaction as well as employee engagement plus the effects of job satisfaction on employee engagement. The effects of job resource on job satisfaction was positive and significant ($r=0.68$, C.R./t >1.96, P<.001), hence H2 was supported. The effects of job resource on employee engagement was also positive and significant ($r = 0.27$, C.R./t >1.96, P<.001), hence H1 was supported. Furthermore; results of the current study reveals that the effects of job satisfaction on employee engagement was positive and significant ($r =0.33$, C.R./t >1.96, P<.001), hence H3 was supported. Overall, the regression results support the conditions for mediation to be realized.

According to Baron & Kenny (1986) and (Hair et al., 2010), to say there is a mediation role of variable between dependent and outcome variable, the following three conditions must satisfied: First, the independent variable must affect the mediator; second, the independent variable must be shown to affect the dependent variable and third, the mediator must affect the dependent variable. The result for current study satisfy all three requirements, it is possible to test type of mediation exist.

According to Baron & Kenny (1986) and Shrout & Bolger (2002), to say a given variable fully mediate the relationship between independent and outcome variable; indirect effect should be greater than direct effect. Based on AMOS analysis; direct, indirect & total effects for the current study was presented on *Table 7*. Result reveals an indirect effect of job resource on employee engagement is less than its direct effect. This implies job satisfaction partially mediates the relationship between job resource and employee engagement.

Table 7. Standardized Effects (coefficients) (r)

	Standardized total effects	Standardized direct effects	Standardized indirect effects
JR--->EE	0.50***	0.27***	0.23***
JR--->JS	0.68***	0.68***	
JS--->EE	0.33***	0.33***	

*** is significant at the $p < 0.001$.

Table 8. Summary for hypotheses test result

Hypothesized relationship	Standardized Estimates	C.R. (t-value)	p-value	Decision
Job Resource----->Employee Engagement (H1)	0.27	2.833	0.000	Accepted
Job Resource----->Job Satisfaction (H2)	0.68	8.847	0.005	Accepted
Job Satisfaction----->Employee Engagement (H3)	0.33	3.541	0.000	Accepted
Job satisfaction mediate the relationship between job resource and employee engagement				Accepted
R-square	JS =0.47	EE=0.31		

Source: SPSS analysis result – 2022.

CONCLUSIONS, IMPLICATIONS AND FUTURE RESEARCH DIRECTIONS

Findings of the current study indicates; job resource has significant positive effect on employee engagement and employee job satisfaction. Furthermore, employee job satisfaction has significant positive effect on employee engagement and partially mediates the relationship between job resource and employee engagement. The author believes the current study will have practical and theoretical contribution for human resource management expert, policy make as well as for researchers. Even if the author made his full efforts to attain ideal outcomes; the present study has the following limitations that need to be acknowledged and should be considered by future study. Since the current study involved a cross-sectional design, self-report data and quantitative data only from public sector service rendering organizations, some of the relationships between the study variables might be inflated due to common method bias and conclusions about causality between job resource, job satisfaction and employee engagement cannot be made generalized.

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THE ATTITUDE TOWARDS THE ORGANIZATION – A REFERENTIAL ELEMENT OF THE POLICIES AND PRACTICES OF HUMAN RESOURCES MANAGEMENT



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Abstract: *The pronouns as parts of human speech replace names and therefore, they also show the attitudes toward the subjects. When the subjects are people or fictions the pronouns very authentically show the attitude of the speaking subject. With such and understanding of expression toward organization, we can demarcate different sorts of psychological settings in the staff toward the organization. The balance between the corporative interests, from one side, and the individual interest, from another side, is the healthy state of affairs. The assertiveness is the both attitude and state, where and when the limits of interests are outlined in advance, but also the opposite interests are conformed. The human resources management unit has to conducts periodic surveys and consultations with staff, including questions and guidelines in connection with their attitude to the organization. On level of corporative security unit must be careful about any sign of alienation from the organization from the side of any worker or employee. Information from both human resources management unit and internal audit unit will be extremely important for the security unit.*

Key words: *confidence, trust, security, attitude, organization, human resources management, internal audit*

INTRODUCTION

During the infodemic towards events and facts of a different nature, the challenge before the organizations both in private and public sector is to reconfigure itself from crisis actions to visions for sustainable development. Here the role of the management of the human resources is crucial, because neither technical, nor financial action will be effective without truly dedicated staff. Sustainable organizational development is possible only with such attached personnel, of almost family type.

Generally, only the big corporations and state institutions have potential to realize almost scientific survey into organization about the attitudes of workers and employees towards it. The present text aims to prove that even daily observations and other techniques can achieve the same goal – to give to the decision-makers clear and true picture for the setting of people in the organization for its present and future.

BALANCE OF SIGNIFICANCE

As in all human relationships the aim is reciprocity. The organization itself is not a human, but humans feel it in such a way, because it is their mental creature. For this reason, relationship „worker/employee – organization“ is almost „human“ and follow all the principles in human psychology from practical point of view.

Who how much moisture is always key question in all human relationships? It is really difficult to calculate different values from one to another – time in money, money in security, security in attitude, attitude in time and so on.

But the parameters of this balance usually are visible – the size of satisfaction or dissatisfaction in management and staff is felt in a few minutes even for the external observer. If she/he is able to find the basic properties of this phenomenon, what remains for the human resource management unit?

If the organization render much more money or social gains to the staff, compared to what is deserved, the balance of

significance is displaced in damage. There is pure situation of parasite workers and employees. Vice versa – if the staff gives more than receives, the organization is exploitative. Both situations are unacceptable from the point of view of sustainable development in view of the serious risk of conflict within the organization.

THE ATTITUDE THROUGH THE MEANS OF EXPRESSION

By definition, the pronouns as parts of human speech replace names and therefore, they also show the attitudes toward the subjects. When the subjects are people (for example – colleagues) or fictions (organization in its legal status) the pronouns very authentically show the attitude of the speaking subject. With such and understanding of expression toward organization, we can demarcate three sorts of psychological settings in the staff toward the organization.

We must agree with the statement that „Every employee has a believability score on a range of dimensions...of values, skills, and abilities in the areas of higher-level thinking, practical thinking, maintaining high standards, determination, open-mindedness yet assertiveness, and organization and reliability“ (Grant, A., 2017, p. 200). Some of these scores are able to be explored through the expressions of this particular member of the staff. For sure – at least values, maintaining high standards and organization of work are visible (literally – audible) per expressions. Namely expressions are the external manifestation of internal attitudes. Concrete for the current theses the expressed attitudes via pronouns towards organization are three types.

The first one is the attitude „I“. It can be scenographed with the very cynical expression, popular in the social media, „I work for money, if you want loyalty, hire a dog!“. By and large, the expression, which starts with the pronoun „I“ is not acceptable in each organizational context. It shows the concern for the individual interests *only*. But lack of solicitude for the common

corporative interest is a very bad attestation for the speaker. And if some evidences of only materialistic attitude of the loyalty toward organization are existing, this worker or employee are not reliable on crisis situation. In the world full of crises, he or she is even potentially dangerous, because of possible inaction or betrayal at the critical moment.

The second one is the attitude „it/she/he“ (in different languages the word „organization“ is in different genus too). Hereof, here for the reasons of simplification of the text, we will call this second attitude „it“. The main thing in him is rooted in this that the worker of the employee sees the organization as some kind of competitor. The interests of the individual and the corporation (as a common creature) are *different*. There is no matter whether these interests are incompatible or simply divergent. The member of the staff has a feeling that he/she has to fight with the organization for limited resources – effort, time, money and so on. This is completely unacceptable for the organization attitude from each member whoever it is.

The third one is the attitude „we“. For sure the plural form of expression in itself it shows an attitude of reciprocity, commitment and coordination. There can be no doubt that such an attitude is the most favorable for the psychological climate in any organization.

Of course, there should be no naivety to the line of simplicity in which the attitude towards the organization is judged only by the means of expressions in language. However, in themselves, they are a fairly accurate and reliable indicator of such an attitude. For this reason, *the expressions via pronouns in connection to the organization* must be referential element of the policies and practices of human resources management.

HEALTHY ASSERTIVENESS

The balance between the corporative interests, from one side, and the individual interest, from another side, is the healthy state of affairs. The assertiveness is the both attitude

and state, where and when the limits of interests are outlined in advance, but also the opposite interests are conformed. There is a purpose to find the „win-win“ situation. With other word: „almost always exists the possibility of joint gain“ (Fisher, R., Ury, W., 1991, p. 71).

The role of management is definitely leading for the microclimate of assertiveness in the organization. Mutual interests of all the persons into it is prosperity of the organization itself, and as a consequence of this - prosperity of each individual members of the organizations. But, it is important to state clearly the expectations and to clearly outline the lines of what is allowed and what is not allowed. For the last one each worker and employee is responsible too.

One among many positives of assertive behavior is a readiness for constructive dialogue and joint action. Cooperation and good results are visible with assertive organizational climate. Moreover, one high level of *confidence and trusts in organization* and in colleagues in the assertive setting leads to a daily increase in *corporate and individual security*.

POLICIES AND PRACTICES WITH REFERENCE TO ATTITUDE TOWARDS THE ORGANIZATION

On the managerial level is highly recommended immediately and categorically to convert in „we-attitude-and-expression“. The management is formal leader in organization, but the ideal situation is when it is the informal leader too. One among the many ways to do this is to think, feel, speak and act in the plural. We can share completely the statement that „communication as a social behavior and attitude, the transmission and reception of information, regardless of type, is accompanied by implicit obstacles also known as barriers. This small detail, which may actually be significant, has a set of characteristics that need to be taken into consideration in the organization's communication“ (Vasilev, V., Stefanova, D., 2021, p. 29) The

aim must be – these „small details and barriers“ to be cleared, clarified and removed.

On level of human resources management unit there is a need of hiring of at least one highly-qualified data scientist. She/he can extract from all available data – reports, analyses, statements, opinions, suggestions, memorandums, et cetera – which of the above three attitudes towards the organization are presented by the author of the document.

In addition, human resources management unit has to conducts periodic surveys and consultations with staff, including questions and guidelines in connection with their attitude to the organization. The form of short surveys here is very appropriate. If „I and it“ attitudes prevail, at large indicator for serious problem is available.

Moreover, the managers and experts, responsible for the policies and practices within the organization must pay serious attention to the informal leaders, originals and slightly deviant personalities in the organization. The behavior of such persons are usually very visible, so only the attitude towards the organization may be completely different than the manifested conduct, s[called „narrating self“ (Harari, Y., 2015, p. 347). There is no place for unreasonably incorrect calculation of unusual externally manifested behavior, because „feelings are in fact calculations“ (Harari, Y., 2018, p. 47). But the demonstrated behavior can be simply the manner for attraction.

On level of internal audit all issues about control environment, risk assessment and management, control activities, information and communications, and monitoring, must comprise techniques, criteria and indicators about attitudes towards the organization from the side of the staff. Both components information and communications, and monitoring, give perfect field for such and approach.

On level of corporative security unit must be careful about any sign of alienation from the organization from the side

of any worker or employee. Information from both human resources management unit and internal audit unit will be extremely important for the security unit. It will use other's „not expertise but relative expertise“ (Nichols, T., 2017, p. 177). That is why the first two units are not experts in the field of security, but the information, created by them may contain symptoms for risks for organization. Certainly, the reliable and systematic information about attitude towards the organization is crucial for this purpose. The creator of it must be human resources management unit and user of it must be corporative security unit.

CONCLUSIONS

The policies and practices of human resources management in the modern organization must imply monitoring and analysis of attitude of the personnel towards the organization. This is definitely a referential element for all goals of organization, but also for its security. The loyalty is crucial element of organizational stability, and some signs for cracking are able to be seen in written text or heard in verbal expressions.

Each modern management must pay attention to these – on first look – small details, but in current unpredictable world accuracy, precision and caution are only advantages. Singularity is a kind of complexity, which each contemporary organization must develop within its own policies and practices.

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NEW TRENDS IN HUMAN RESOURCES MANAGEMENT - THE EXPERIENCE OF THE INSTITUTE OF PUBLIC ADMINISTRATION



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Director of the "Training, international co-operations, and projects" department at the Bulgarian Institute of Public Administration

Abstract: *The most valuable assets for any organization is undoubtedly it's human resources and the past few years have redefined human resource management in more ways than one. This paper describes some new trends that we identify in human resources management in state administration.*

Key words: *trends, human resource management, public administration*

The Institute of public administration (IPA) is an executive agency under the government of the Council of Ministers of the Republic of Bulgaria. Our mission is to conduct training and research for the development of professional civil service and strengthen the capacity of institutions to meet the challenges of modern public policies. The catalog of services we provide is updated annually and includes induction training for newly appointed government employees and newly appointed managers; nearly 100 other training topics divided into different programs. These programs are, for example, the *Leadership program; Public policies; E-government; Digital skills; Sustainable*

development, Innovation, and so on. Along with this, in the past few years, IPA is establishing itself as a platform for experience exchange of different professional communities in the state administration.

Working in these directions, we cooperate with many national and international partners like – higher schools; European institutes and schools of public administration and so on. Since the beginning of this year, we are in the process of establishing cooperation with the National Human Resources Development Institute of the Republic of Korea. We’re working intensively, from one side with the civil servants, from another side – with government institutions that create the policies related to the management of human resources in the public sector, and from another side with different science and practical institutions. Based on those different relations, we can bring out this significant HR trends, which already impacts the public work, worker and the workplace:

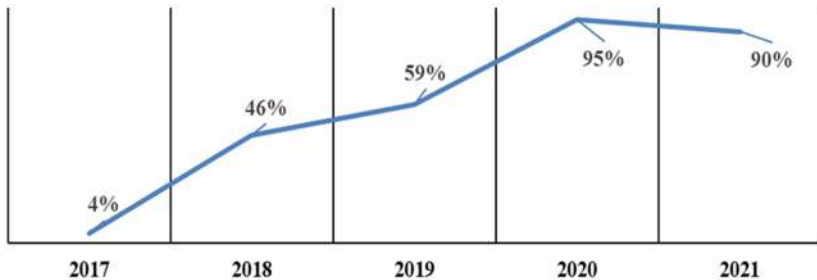


In the first place – there is a new approach in recruiting employees in the public sector. It is applied by the choice of the administrations. In general, the idea for those wishing to work in the administration is to first pass a computer-based test of general competencies and then based on the results of this test the candidate is either allowed or rejected to participate in an interview. This computer-based test is organized and conducted by IPA.

Further marked trends find their logical explanations in the events of the past few years that have redefined the human resource management sector in more ways than one.

Orientation to e-learning forms of learning and development. The complete transfer of our personal and work life online, because of the pandemic. led to more willingness to study online now. *Chart number 2* shows the percentage of employees in the public sector, who were trained in different kinds of e-learning courses in the past few years.

Chart number 1: Percentage of employees trained in e-forms



And now in 2022, we're trying to restore the balance, to keep a human touch alive let's say. And we are facing challenges because a lot of civil servants, now prefer online form (because it's cheaper, easily accessible, and flexible).

Hybrid work model in state administration. With things getting back on track, the workplace is evolving into a more

suitable approach for its employees and their productivity – the hybrid work model. It's an employee-centric flexible work model that includes a mix of in-office and remote work.

Employee surveys. We are also witnessing that the heads of the administrations are more aware of the potential of the surveys among the employees. To monitor attitudes, satisfaction, training needs, and so on. And make decisions based on research results.

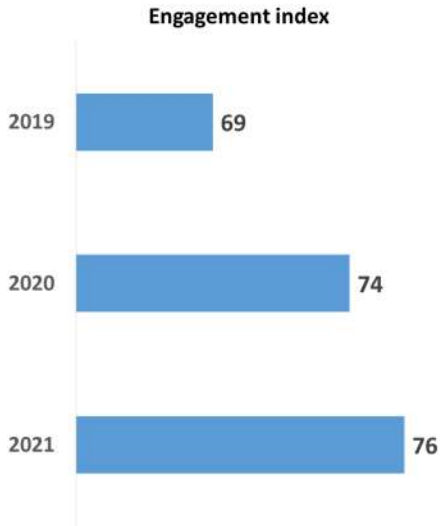
Employee health and well-being. The past couple of years finally witnessed employee mental health and well-being getting their due focus at the workplace.

Surveys results. I'd like to turn attention now to two surveys conducted by IPA last year. The first one – is the **Barometer of engagement**¹. It's a national survey of employee attitudes in the Bulgarian public administration. In 2021 it was held for the third year in a row. A Barometer is a tool for assessing the motivation of civil servants. Motivation, together with competence, is essential for the effectiveness of any organization. The Bulgarian survey model is based on the British Civil Service People Survey. The study last year involved 6201 employees from 75 central territorial administrations. The results for 2021 once again show an increase in the index of employee engagement in the state administration compared to previous years, in 2021 the index is already 76%.

Chart number 2 shows the change in the engagement index during the three years of conduction of the survey. As you can see, we have an increase in the index on almost every block of questions.

¹ <https://www.ipa.government.bg/bg/publications#cbp=/bg/barometrina-angazhiranostta-2021>

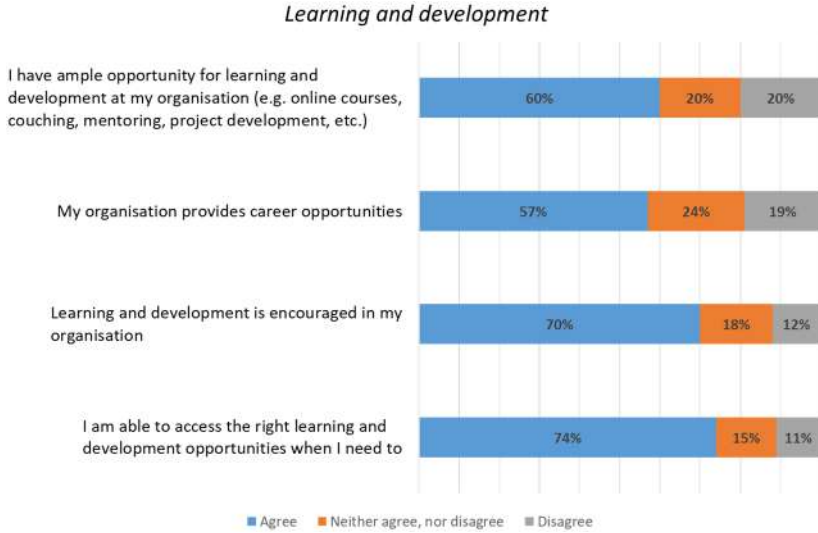
Chart number 2: Barometer of engagement



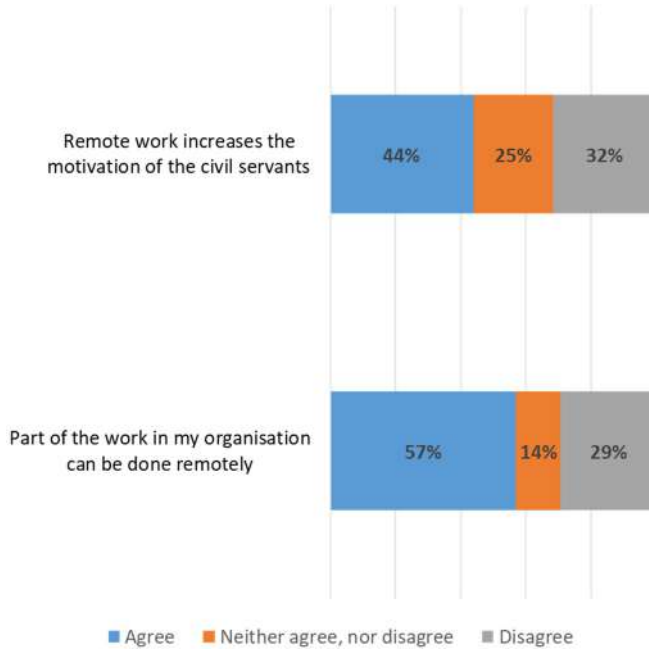
Driver	2019	2020	2021
Leadership and managing change	67	74	74
My work	75	79	80
My team	75	79	80
Resources and workload	76	75	75
Learning and development	60	67	70
Pay and benefits	37	45	49
Organisational goals	90	92	92
My manager	74	78	79

The blocks in which we have the most significant increase in the engagement index are Learning and development.

Chart number 4: Results in “Learning and development” block



For the second year in a row, the attitudes of the employees of the state administration towards remote work were surveyed through an additional section to the questionnaire the survey. The most significant result in this section is the increase in the self-assessment of employees in terms of distance working skills by 12%, compared to the self-assessment of this indicator for 2020.



I have the necessary skills for working remotely

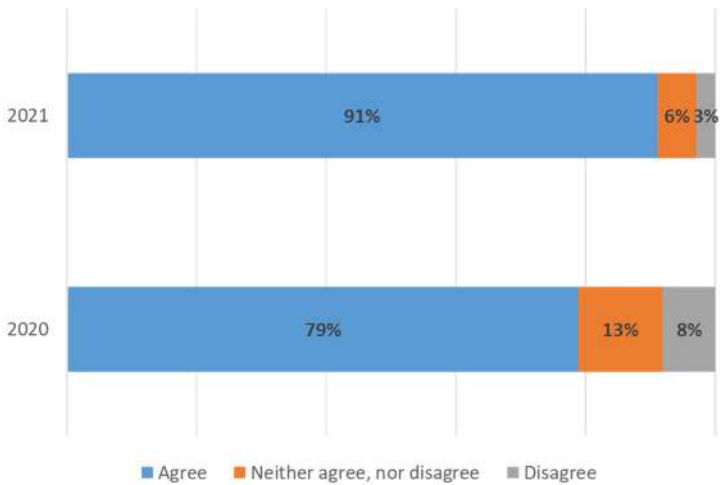
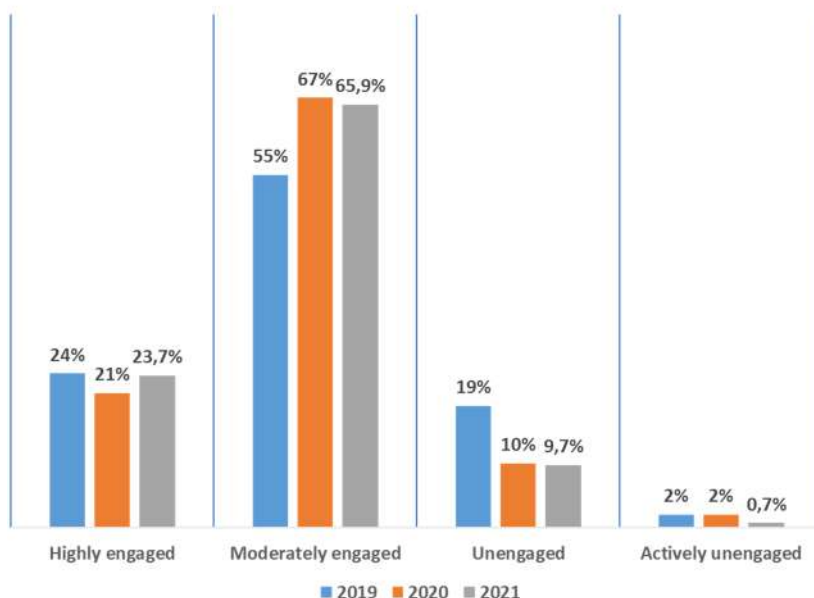


Chart number 5 shows a percentage of engaged and unengaged employees over the past few years. In 2021, the results of the IPA survey "Barometer of engagement" become part of the indicators for monitoring the reform of the state administration of Bulgaria for the period 2022-2030 in the field of "Organizational culture and development of expert capacity".

Chart number 6: Percentage of engaged and unengaged employees

Percentage of engaged and unengaged employees (2019 – 2021)



Highly engaged employees work "with a heart". They aim for exceptional and high performances because they like their work and feel attached to what they do and to their organization. For them, work is a source of meaning and personal gratification.

Moderately engaged employees are motivated, disciplined and accountable. For them their work is important, but is not the most important part of their lives. Anywhere in the world in the public and private sectors, moderately engaged, conscious and conscientious employees prevail.

Unengaged employees are externally motivated. They are only attached to their work because they need income and security.

The negative pole of engagement is formed by the actively unengaged employees. They don't like or even hate their job, but they feel they can't risk replacing it. Actively disengaged employees are one of the main reasons for the low efficiency of organizations and poor quality of services.

The second biggest survey, we did last year is **“Learning administration”**². Learning administration is a national evaluation survey, which rates the Bulgarian public service administrative bodies based on the Harvard Business Review Tool Kit. In 2021 the Learning administration rating was held for the fourth time in the BG civil service. The first three issues were back in 2016, 2017, and 2018. It was decided that the survey will be held every two years, with the next issue in 2023.

The last year 2954 public servants from 81 administrative bodies took part in the evaluation survey.

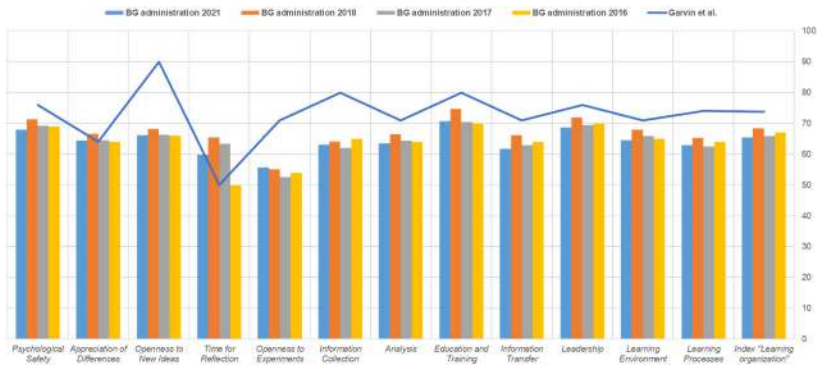
² <https://www.ipa.government.bg/bg/publications#cbp=/bg/doklad-ucheshcha-li-e-vashata-administraciya>

Learning administration rating 2021

Learning administration is a national evaluation survey, which rates the Bulgarian public service administrative bodies based on the Harvard Business Review Tool Kit "Is Yours a Learning Organization?", developed by David A. Garvin, Amy C. Edmondson, and Francesca Gino in 2008.



In a learning organization, employees continually create, acquire, and transfer knowledge – helping their organization adapt to unpredictable changes. The three-building blocks required for the creation of a Learning organization are: 1) a supportive environment, 2) concrete learning processes, and 3) leadership that reinforces learning. Here you can see results for all the building blocks compared by years.



PLENARY PRESENTATIONS

THE IMPORTANCE OF EFFECTIVE HUMAN RESOURCES MANAGEMENT - A VIEW BY BUSINESS MANAGEMENT



Veselin Halachev

Chairman – United Business Clubs Bulgaria

**DEAR PROF. MANOLOV,
DEAR LADIES AND GENTLEMAN,**

I speak as a businessman and as the president of the largest business organisation in Bulgaria - United Business Clubs Bulgaria. The labour made in Europa is a symbol of top quality made in Europe and we, the European entrepreneurs can be proud of it. At the same time, it is a great responsibility, which requires great efforts in all processes of the business development and especially in the effective human resources management. Our products come from a place, where we protect the environment and where workers earn recent skills. We continue to focus on the modernization of our economy and society to a more sustainable way of live and work. The effective human resources management means a management that cares not

only about nowadays but a management looking in the future with a vision of more than 10 years ahead. A Management seeing the future emerging technologies, the tendencies of digitalisation and artificial intelligence, the renewable energy resources, the new tendencies of health care, education, research, science etc. What is important nowadays for the near future? We have to translate our excellence in research into industrial innovations. When we speak about management and business, surly Supply Chains have to be noted. Europe will always work to keep the global market open and connected, but we need to tackle the problems next that slow dawn our grows. Europe is the most ambitious continent in the world, when it comes to admit zero-carbon future. Regarding the EU policies, we want to be the first climate neutral continent by 2050 and for this we will reduce CO₂-emission by at least 55 % by 2030, so we have to focus our management also on this. HR Managers have to think about how they can educate and train people on the topics of this EU policies. All processes of effective HR have to be focused on sustainability and green impact.

I wish all participants a fruitful conference with a high impact.

THE ROLE OF COACHING IN HUMAN RESOURCE MANAGEMENT - A CONTEMPORARY READING



Dr. Maria Markova, CEO
*Coaching and Leadership International
Academy LLC, USA*

Thank you for having me to the conference.

My name is Maria Markova and I am CEO of Coaching and Leadership International Academy. I am also a certified coach from the New Hampshire University at the USA. As we know coaching in HRM is a process of learning, motivating and providing feedback to business executive, leaders, management and employees in order to improve and develop their skills. For example, one of the important skills in coaching are emotional intelligence skills. My experience is that HR professional coaches educate the managers, supervisors and employees to achieve their goals and the success of the organisation. That is why this conference has a strong value for the management in a global aspect.

**SECOND INTERNATIONAL CONFERENCE
"MANAGEMENT OF THE HUMAN RESOURCES –
FROM CRISIS ACTIONS TO VISIONS FOR SUSTAINABLE DEVELOPMENT"**

*dedicated to May 20 – World Human Resources Management Day
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