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**STRATEGIC HUMAN RESOURCE MANAGEMENT:
A MULTILEVEL APPROACH**

521.03 ECONOMY AND MANAGEMENT IN THE FIELD

Summary of the doctoral thesis in economics

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The doctoral thesis and the abstract can be consulted at the Scientific Library of the Academy of Economic Studies of Moldova and on the website of ANACEC (www.cnaa.md).

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CONCEPTUAL REFERENCES OF THE RESEARCH

The actuality and importance of the research topic. For the Republic of Moldova, which is a state with limited natural resources, human resources are decisive in the socio-economic development of the country. The catastrophic demographic situation of our state determines the importance and relevance of the strategic human resource management. This becomes the cornerstone not only at the level of the organization, but also of the state as a whole. The problem of lack of due attention and approach to the strategic human resource management is a general economic and national one.

Intensive globalization processes, rapid changes in the world, caused, including by the pandemic, as well as increased mobility of human resources simply oblige to shift attention to improving the efficiency of strategic human resource management.

In such a complex and complex system of functioning, the strategic human resource management is a modest subsystem, vulnerable to many external factors and, at the same time, influencing external processes.

The degree of scientific development of the problem. The basis for methodological research was the works of F. Taylor, A. Fayol, M. Follett, E. Mayo, D. McGregor, F. Herzberg, P. Drucker, G. Simon, A. Marshall, G. Becker, T. Schultz, A. Maslow, V. Vrooma, K. Alderfer, R. Likert and others.

The issues of strategic human resource management are directly considered in the works of: M. Armstrong, R. Daft, K. Fisher, A. Cole, J. Smith, T. Jackson, D. Norton, R. Kaplan, V. Gerchikov, A. Kibanov, A. Manolescu and others.

Methodological and practical aspects of the strategic management of human resources are reflected in the works of local researchers: E. Hriscev, G. Belostecinic, A. Birka, S. Kirka, A. Cotelnic, L. Bilas, A. Levitscaia, A. Onofrei, L. Covas, I. Movila and others.

In addition to scientific works, strategic documents of the country, central authorities, ATU Gagauzia, development strategies of organizations, as well as official statistics of the Republic of Moldova and other European states were studied and analyzed.

The purpose of the research is to deepen the theoretical foundations and develop methodological and practical recommendations in the field of strategic human resource management for the Republic of Moldova, in order to achieve a systemic synergistic effect.

To achieve this goal, the following **objectives** are supposed to be solved:

1. To study and reveal the role of human resources in strategic management.

2. To research systems and approaches to human resource management.
3. To conduct an analysis of the demographic situation and the labor market at the national level of the Republic of Moldova and the regional level of ATU Gagauzia.
4. To explore the features of the formation of human capital.
5. To investigate the correlation of state development strategies and general strategies of organizations with complementary strategies of human resource management.
6. To elaborate an optimal multilevel model and recommendations on the applied approaches to human resource management.

The scientific hypothesis is to apply a multilevel approach to the strategic human resource management, which can increase their effectiveness. The prerequisites underlying the study are based on the assumption of a direct relationship between demographic changes, the approach of the strategic human resource management and the level of development of the organization.

The object of the research is human resources at the present stage of development of the Republic of Moldova.

Research methodology. The main approaches to the strategic management of human resources were considered in the framework of an interdisciplinary research, using knowledge from the social and natural sciences.

Theoretical and empirical methods were used to establish correlations between the quantitative and qualitative characteristics of the processes and phenomena under research. The theoretical methods include: the study of scientific literature, the regulatory framework of Moldova, various Internet sources, the logical-deductive method, the hypothetical-inductive method, analysis, comparison, synthesis.

Empirical methods include questionnaire survey (conducted in 16 organizations operating on the territory of ATU Gagauzia, in which 138 respondents, 31 managers took part), observation, interviewing, the Delphi method, etc.

The scientific novelty of the work lies in the methodological justification and development of scientific and practical recommendations in the application of modern approaches to human resource management based on a multilevel approach.

The main **scientific results** are as follows:

1. The definition of "human resources", as well as their role in the activities of the organization and the socio-economic development of the state, has been clarified.
2. The application of a multilevel approach in the human resource management in modern conditions is justified.

3. A comprehensive analysis of the factors influencing the human resource management and human capital has been carried out.

4. The influence and correlation of macroeconomic demographic indicators on the change in the approach of human resource management is argued.

5. It is proposed for practical application the introduction of certain indicators for the methodology of analysis and accounting.

6. The necessity of synchronization of general development strategies with human resource development strategies is substantiated.

7. An integrated model of a balanced scorecard for organizations has been formed.

8. Recommendations have been developed on the applied methods and approaches of human resource management.

The solution of an important scientific problem is to justify the use of a multilevel approach in the strategic human resource management in order to achieve a systemic - synergistic effect.

The theoretical significance of the doctoral thesis lies in the fact that the results obtained in the framework of the research can be used to develop methodological materials.

The practical significance of the research lies in the fact that the comprehensive analysis carried out and the proposed recommendations in the field of strategic human resource management can be used by managers of organizations; researchers in the field of management, economics, demography, sociology, etc.; heads of state institutions responsible for developing policies in their respective areas; investors and others.

The following **provisions** are put forward for thesis defense:

- in the context of existing demographic processes taking place in the Republic of Moldova, the strategic human resource management is not given due attention;
- the growing interest of heads of organizations in the strategic human resource management is a well-established trend;
- macroeconomic, demographic indicators and migration processes affect the change in the approach of strategic human resource management;
- the introduction of a multilevel approach in the strategic human resource management contributes to the formation of successful activities of the organization;
- human resource development strategies should be synchronized and integrated into overall development strategies.

Approbation of the research. The main provisions of the dissertation research were published in scientific articles, journals and collections, as well as reported and discussed at

national and international conferences. The main theses and concepts were presented at the round tables, forums held as part of foreign internships. Practical approbation of scientific results was carried out at the enterprise SRL "Avdarma-Proect".

Publications. The main provisions of the dissertation work are published in 15 scientific articles, of which 3 are published in accredited sources of the Republic of Moldova and 2 abroad.

The structure and content of the thesis. The dissertation work includes: abstract, list of tables and figures, list of abbreviations, introduction, 3 chapters, conclusions and recommendations, bibliography, applications.

The content of the work is presented on 142 pages of the basic text, illustrative material contains 7 tables, 56 figures, 21 annexes.

Key words: human resources, strategic management, multilevel approach, human capital, migration, systemic synergy effect.

THESIS CONTENT

In the first chapter "Theoretical and methodological aspects of the research of human resources: the significance of a multilevel approach" the theoretical part of the strategic human resource management is disclosed: the evolution of the concept of human resource management; methodological approaches in the research of human resources; the role of human resources in the concept of the overall development strategy of the organization.

To achieve their goals and meet their needs, people began to unite in groups from the moment of the birth of man. Uniting in groups was not a desire of a person, but a vital necessity. As a result, the first organizations began to emerge.

Management appeared simultaneously with humanity and its primitive organizations, societies. An inseparable and integral part of the organization's management system is the human resource management.

If at the initial stage, to influence people, belief was used at a metaphysical level, about a certain will and desire of deities, then during the period of the slave system, the main methods were fear of punishment, humiliation, which forced them to work. In the bourgeois era, the use of completely different approaches and methods of forced labor is already observed. The first material incentives and a new system of motivation for workers appeared.

One of the first who emphasized the importance of humanizing the management process was R. Owen. He declared that "his workers – "living machines" – are just as important for the factory as "non-living machines", and also need care" [22, p. 42]. He noted that in order to make a profit, the owner of the enterprise must pay the same attention to the human resource as to the equipment.

One of the main statements of the classical direction of human resource management (at the turn of the 19th and 20th centuries) was that earnings are the main incentive in the implementation of labor activity, and not labor. There was a postulate that there are rarely employees who want to take the initiative, and, therefore, they require constant and strict monitoring and control by management. Labor costs were treated as costs and policies were pursued to reduce and minimize them. Minimum qualification requirements were imposed on personnel, which made it possible to use cheap low-skilled labor [19, p. 30 – 31].

With the advent of the humanistic direction (since the 20-30s of the XX century), in human resource management, attention is also paid to non-material aspects, its social interactions in the team, the causes of behavior, and the formation of the workplace.

H. Münsterberg (founder of the School of Human Relations) was the first to realize the importance of humanization of the management process, since the manager is obliged to manage, first of all, people, not machines [11, p.28].

Representatives of this school (M. Follett, E. Mayo) believed that if management increases concern for its employees, then the level of satisfaction should increase, which will inevitably lead to an increase in productivity.

At the end of the 1950s, there was a transition from the study of interpersonal relations to the study of the person himself. Thus, appears a behaviorist school (A. Maslow, D. McGregor, F. Herzberg, etc.).

At the end of the 20th century, supporters of the School of Human Resource Management (M. Armstrong, J. Pfeffer and others) considered human resources in terms of economic value and expediency. Personnel costs and expenses are valued as an investment. These beliefs represent the main differences from other areas and scientific schools [20, p. 17].

The evolution of the concept of human resource management reflects the path from the slave system, based on the exploitation of man by man, when some workers were the property of slave owners to the recognition of the worker as a person.

A set of individuals with certain qualities represent human resources. To date, there are enough definitions of "human resources". A. Kibanov suggests the following: "Human resources are a concept that reflects the main wealth of any society, the prosperity of which is possible when conditions are created for the reproduction, development and use of this resource, taking into account the interests of each person" [16, p. 433].

In our opinion, human resources are the working-age population, representing a totality of individuals with a certain set of individual-psychological, sociocultural characteristics, which is the bearer of human potential and the ability to capitalize it.

The definition proposed by us takes into account an important characteristic – the ability to capitalize the existing human potential.

The activities of people are inextricably linked with organizations. Organizations represent open systems and operate in complex and challenging environments. The activities of organizations are constantly influenced by various internal and external factors. Important elements in this complex system are human resources.

According to Bertalanffy, the system of living organisms is influenced by the external environment, while the impact of the external environment on physical systems is absent [4].

The systems approach is the main methodological approach. A. Chandler, G. Simon, P. Drucker and others consider an organization as a complex set of interdependent and interacting elements, and a person as one of the elements.

The proposed approach is still relevant today. The system of strategic management of human resources should be considered as an open subsystem and an integral part of a very complex management system of an organization, as well as a composite and inalienable component of the global system.

Strategic human resource management is seen as a subsystem of the organization's management (where the organization, in turn, is seen as a system), and the organization is seen as a subsystem of a larger system at higher levels (meso and macro levels). This configuration and structuring emphasizes the hierarchical nature of the system and the importance of using a multilevel approach.

The stratification of human resource management should be considered from the position of three levels: micro-level, meso-level and macro-level. Each of these levels has conditional positions of functioning:

- Micro level - human resource management within the organization;
- Meso level - human resource management at the local and regional levels, as well as in certain sectors of the economy;
- Macro level - is the management of human resources at the state and international levels.

Process cascading comes from its logical sequence. All management processes are directly interdependent. From minor changes in external factors of the macro environment, changes occur within the organization and have a certain impact on the change in the state of the individual worker. Similarly, it happens in the opposite direction: changes in the social and behavioral state of the employee, intra-organizational factors contribute to a change in the external factors of the macro-environment.

In the second chapter “Challenges to strategic human resource management at the present stage of development”, a practical and systematic analysis of external factors at the meso- and macro-levels of the management system was carried out: the state of the labor market of the Republic of Moldova and ATU Gagauzia was analyzed; identified the challenges of strategic human resource management in the context of European integration; features of the formation of human capital in the present conditions; also conducted a survey and analysis at the level of organizations operating in the territory of ATU Gagauzia.

The current demographic dynamics of the country's population is one of the most acute problems at the macro level, which is the main reason for the slow socio-economic development of the Republic of Moldova.

The formation of the labor market is of great importance for the functioning of the new economic system. It is a complex system that is in the environment of interactions of many elements of a socio-economic and political nature and has an impact on the macro-, meso- and micro-levels of management.

Demographic processes play an important role in formation the supply of labor force in the Republic of Moldova, while it is not possible to influence the current situation in any momentary way.

Over the past 10 years, there has been a general negative trend in the unemployment rate in the labor market. In 2020, the unemployment rate was registered at 3.8%, which is lower than in 2010 (7.4%). The number of officially registered unemployed at the end of the reporting period decreased from 40.7 thousand people in 2010 to 25.5 thousand people in 2020 [30].

The reduction in the unemployment rate and the increase in the number of employed are evidence of economic growth, but at the same time a very serious and deep problem that Moldova is facing. Today, the competition of workers who are ready to compete for vacant positions is weakening in the Moldovan labor market. Weak competition in the labor market leads to a decrease in employee motivation for self-development, an increase in the professional level, productivity and quality of labor, which ultimately negatively affects the quality of human resources.

Figure 1 reflects the dynamics of the competition coefficient per 1 vacancy, which is determined by the ratio of the number of unemployed to the number of vacancies. The analysis shows that over the past 10 years, the degree of concentration of applicants has been rapidly declining. If in 2010 there were 13 applicants for each vacancy, then according to statistics as of December 01, 2021, 1.7 applicants apply for each vacant position.

If weak competition in relation to the employee produces a positive effect, then in relation to the employer produces the opposite effect.

The current situation on the labor market encourages employers to change their approach to planning and selecting labor resources, to actively use incentive factors, and to develop human capital.

The development of human capital requires financial sources, which can be both personal and third-party (state, employer, etc.).

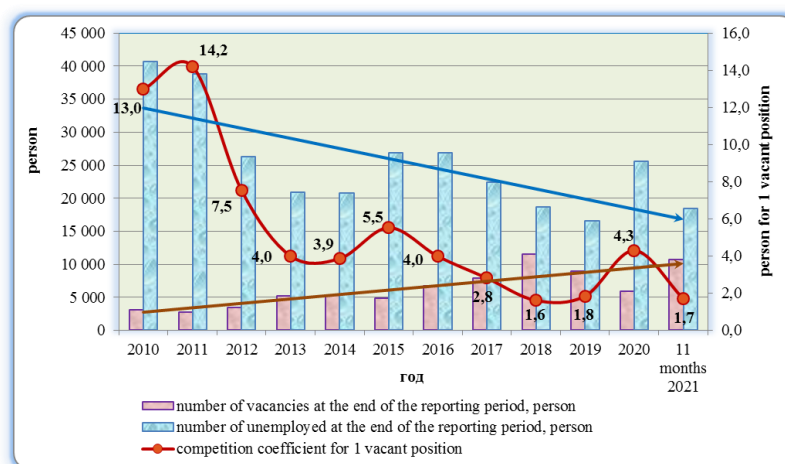


Figure 1. Dynamics of the competition coefficient per 1 vacancy in Moldova for 2010 - 11 months of 2021.

Source: Elaborated by the author based on data from National Employment Agency [30]

According to the National Bureau of Statistics, wages, social benefits and remittances from abroad are the main sources of income for an average citizen of Moldova.

The most important source of income is wages (in 2019, the share was 50.2%). The Republic of Moldova is a country with the lowest subsistence standard of living among European countries. In conditions of insufficient funds for the owner of human capital to meet his elementary physiological needs, there can be no talk of a complete restoration of the moral and physical depreciation of the labor resource.

From our point of view, the indicator of the average wage does not allow for objective monitoring and analysis of changes in the standard of living of the population. To obtain an effective and fair socio-economic indicator that reflects the monthly wage that the average worker receives, it is necessary to calculate the median wage.

If the average monthly wage determines the arithmetic mean of one worker in the country, then the median indicates the amount of wages received by half of the entire working population.

In 2019, the estimated median wage in the country amounted to 5,500.0 lei, which is 33.0% lower than the average monthly wage per employee in the country (7,356.1 lei).

Money transfers from abroad in favor of individuals are an important source in the formation of incomes of the population, which is a feature of the national economy.

In the course of the research of factors influencing the formation of human capital, a relationship was revealed between the dynamics of money transfers from abroad and the unemployment rate.

The presented analysis is based on the amounts received through official channels (through banking systems) [31, 34]. The correlation dynamics of the unemployment rate and the volume of money transfers from abroad in favor of individuals in the period 2005-2020 is shown in fig. 2.

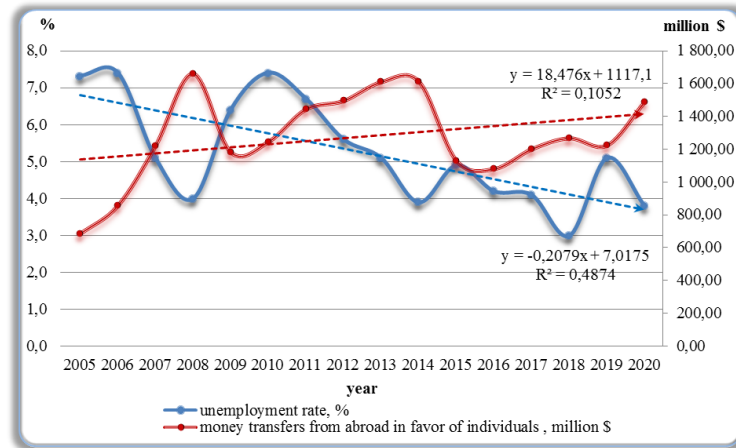


Figure 2. Correlation dependence of the unemployment rate and the volume of money transfers from abroad in favor of individuals in the period 2005-2020

Source: Elaborated by the author based on data from National Bureau of Statistics and National Bank of Moldova [34, 3130]

The presented correlation dynamics accurately reflects the dependence and sensitivity of the unemployment rate to the volume of remittances from abroad.

After analyzing the sources of investment in human capital, we note and its qualitative side. Having invested in human capital, in particular on the part of the state, there is employment of the population not according to their specialty, a mismatch of qualifications with the requirements of jobs and other aspects; there is an increase in the number of people with excessive qualifications among the employed population with higher education.

A distinctive feature of the approach to the recruitment and development of human resources from employers in western developed countries is that, in most cases, local employers are not interested in investing in the development of an employee, but prefer to employ a competent professional employee at the selection stage.

To obtain opinions on the system of strategic management of human resources, we conducted a survey through questionnaires, observations and interviews with managers and employees. The objects of the survey and analysis were managers and employees of 16 enterprises operating in the territory of ATU Gagauzia.

The paradox in the management of local organizations consists in the fact that the majority of managers (75.1% of respondents) consider the strategic management system

important. At the same time, only 31.3% of organizations have elaborated strategic development documents and only 12.5% of respondents have human resource management strategies.

To be most effective, complementary strategies should be integrated with the organization's overall strategic documents. The survey results also indicate that the majority of managers (68.8% of respondents) believe that the human resource management strategy should be synchronized with the overall development strategy.

An even larger percentage of respondents (81.3%) are sure that macroeconomic and demographic factors should be taken into account when developing human resource management strategies. Understanding what is happening at the meso- and macro-levels allows managers to adjust and coordinate their actions at the organization level.

Macroeconomic and demographic factors affect the formation of human resources. The most difficult stage in the formation of human resources is adaptation. According to the results of the survey, the period of adaptation and integration is most difficult for employees who have been abroad for at least 9 months. The results of the survey indicate that 56.3% of the analyzed enterprises employ employees who have previously been abroad and stayed there for at least 9 months.

The available statistics for the last 6 years (2015-2020) in terms of staff turnover show that the number of laid-offs has a clear upward trend, both in absolute and relative terms. In 2019, the number of people who left was 214,641, which is 45,358 more than in 2015. Compared to the total number of jobs, in 2019 the share of those who left was 26.6% and increased by 3.5 percentage points (23.1%) compared to 2015. In 2020, the trend has taken the opposite direction.

The results of surveys among employees who have worked for at least 9 months abroad and returned home show that the adaptation period for this category of persons was more than 9 months for 78.9% of respondents. It is believed that three months is enough for full adaptation and for comfortable work.

Upon returning to the country and after employment, a very difficult stage of adaptation begins for a reimmigrant worker from a socio-psychological point of view. Many of the returned citizens experience difficulties in reintegrating into the community, the emergence of discomfort and conflict situations at work, the deterioration of health, the decrease in productivity and labor intensity, the lack of conditions for the maximum development of human potential and the use of human capital. All of the above symptomatic manifestations of the employee's behavior are a consequence of the reimmigration syndrome.

The reimmigration syndrome is a condition of a person that occurs at the workplace as a result of labor activity, after being outside the native land. *Reimmigration syndrome* is a conflict of economic and cultural situation at the level of individual consciousness.

If the employer fails to create favorable working conditions and an appropriate socio-psychological climate, then layoffs are inevitable, which will lead to additional costs.

The third chapter "Strategy and methods of human resource management to achieve a systemic synergistic effect" provides practical recommendations for improving the functioning and interaction of strategies at all levels, taking into account external factors; developing a model and methods of human resource management.

In the context of the existing dependence on external factors, a rapidly changing and mobile society, market conditions and requirements, the management of organizations requires the introduction of new approaches to human resource management.

To achieve a systemic - synergistic effect in human resource management, it is important to apply the waterfall model in the planning and implementation of strategic documents at all levels.

The national strategy is a beacon for the development of documents at the sectoral, regional and local level. Ensuring the linkage of priority guidelines with strategic documents of lower levels will be the key to successful achievement of the main macro-level goal.

In addition to synchronizing the strategic policies of all levels of government institutions, it is important to follow these guidelines at the micro level, that is, at the level of organizations. This circumstance will be manifested by positive synergistic and mutually beneficial effects.

Figure 3 shows the linkage of education and health systems in the development of strategic documents at all levels.

We believe that for the effective implementation of the National Strategy, it is necessary to involve and create a favorable environment for organizations that are at the basic level of society.

Human-centeredness, where people are at the forefront and the use of systemic approaches in national strategies can be points of contact between strategic documents at the micro level.

The ongoing changes at the macro-level cannot but affect the level of the organization. Modern conditions dictate the need to use a more complex strategic management tool. Considering the organization as a system consisting of interconnected elements, the need for a systematic approach to strategic management is of paramount importance.

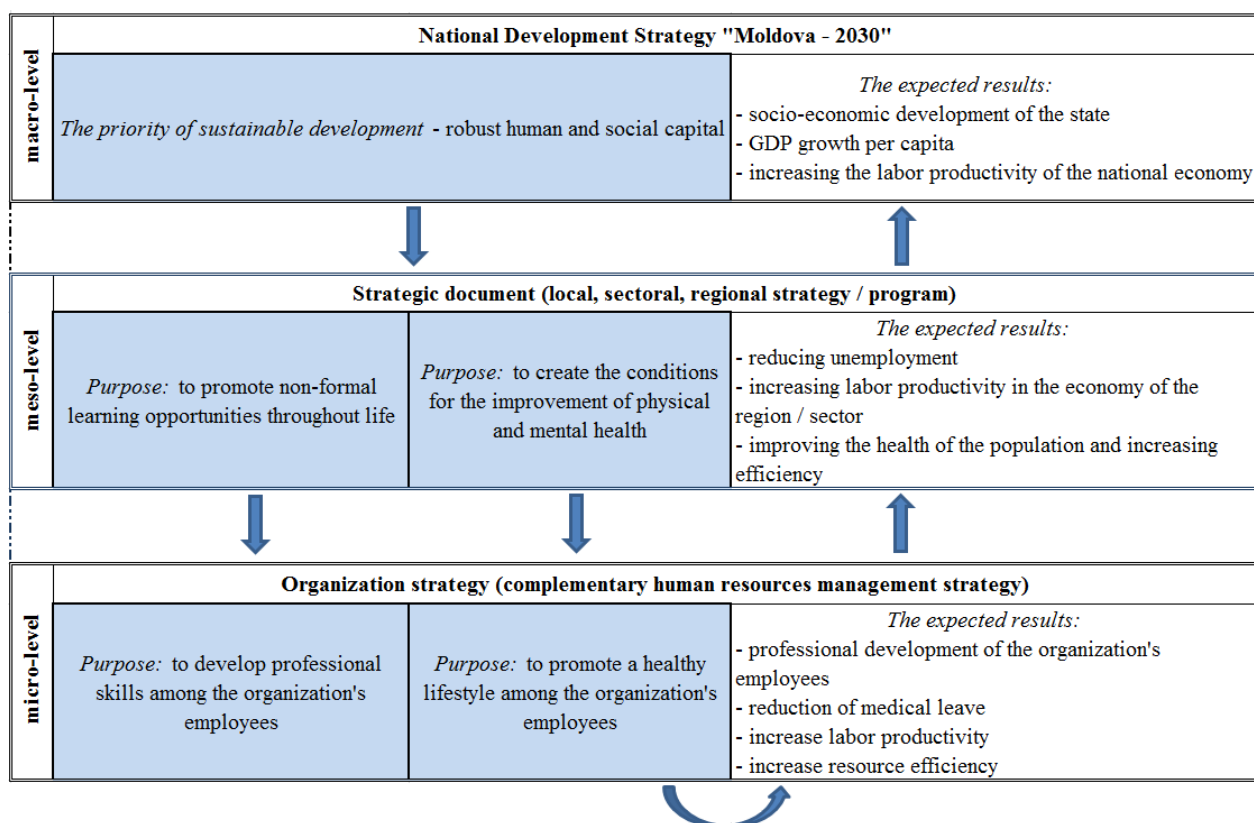


Figure 3. Consistency of priority areas in the development of strategic documents at all levels (on the example of education and healthcare systems)

Source: Elaborated by the author

The effectiveness of the system of strategic human resource management depends on the functioning of subsystems for the formation, use and development of human resources, corresponding to each level.

Statistical and empirical data obtained from organizations operating in the territory of the ATU Gagauzia of the Republic of Moldova indicate insufficient attention to the management of synergies.

According to the results of a survey conducted within the framework of this research, 88.2% of the surveyed enterprise managers admit that the human resource management strategy is not synchronized with the overall development strategy, or is completely absent.

To ensure the synchronization of strategies and obtain a systemic-synergistic effect, it is necessary to develop an appropriate system of relationships between functional and general strategies at all its stages.

It is also worth recognizing that the strategic directions are declarative and are not set out in the form of a working document. Even where there is a written strategy, it is often not a management document.

In our opinion, the human resource management strategy should not be on the same level with other functional strategies, but has a special place in the hierarchy of strategies (Fig. 4).



Figure 4. Strategic planning system at the micro level

Source: Elaborated by the author

The human resource management strategy is considered as a functional strategy with certain features, which should be integrated into the overall strategy, providing human resources for the implementation of other functional strategies.

In every functional strategy, an integral element is the human factor. The performance of other functional strategies will depend on the effectiveness of the formation of the labor collective. It is impossible to achieve the goals set in the production strategy without harmonizing it with the human resource management strategy.

In our opinion, the successful strategic management of an organization is determined by the matching of organizational goals with the factors and conditions of the external environment. Based on the paradigm that suggests that human resources play a crucial role in the successful functioning of the organization, being the bearers and conductors of a certain set of values, potential and capital that are in direct contact with the external environment. In this regard, a logical chain of influence of the external environment is built on changes in the quantitative and qualitative indicators of human resources, including cultural and psychological mood and behavior, and, consequently, on the state of the internal environment of the organization.

The ongoing trends at the meso- and macro-levels due to external factors are reflected in the approaches to the strategic human resource management.

Poor understanding and information about the priority areas of development of the state (31.3% of the surveyed managers answered unambiguously “No” and 37.5% - “rather no than yes”), as well as the region (18.8% of the surveyed managers answered unequivocally "No" and 50.0% - "rather no than yes") determines to some extent the remoteness and isolation of the activities of organizations. The lack of interconnection between the strategic directions of all levels cannot positively affect the socio-economic development of the organization and the whole society.

A well-coordinated mechanism of consistency, external and internal multi-level in the strategic human resource management will be able to achieve the goals set at all levels.

Based on the results of the research, an integrated model of a balanced scorecard was elaborated, based on the improvement of human resource management (Fig. 5).

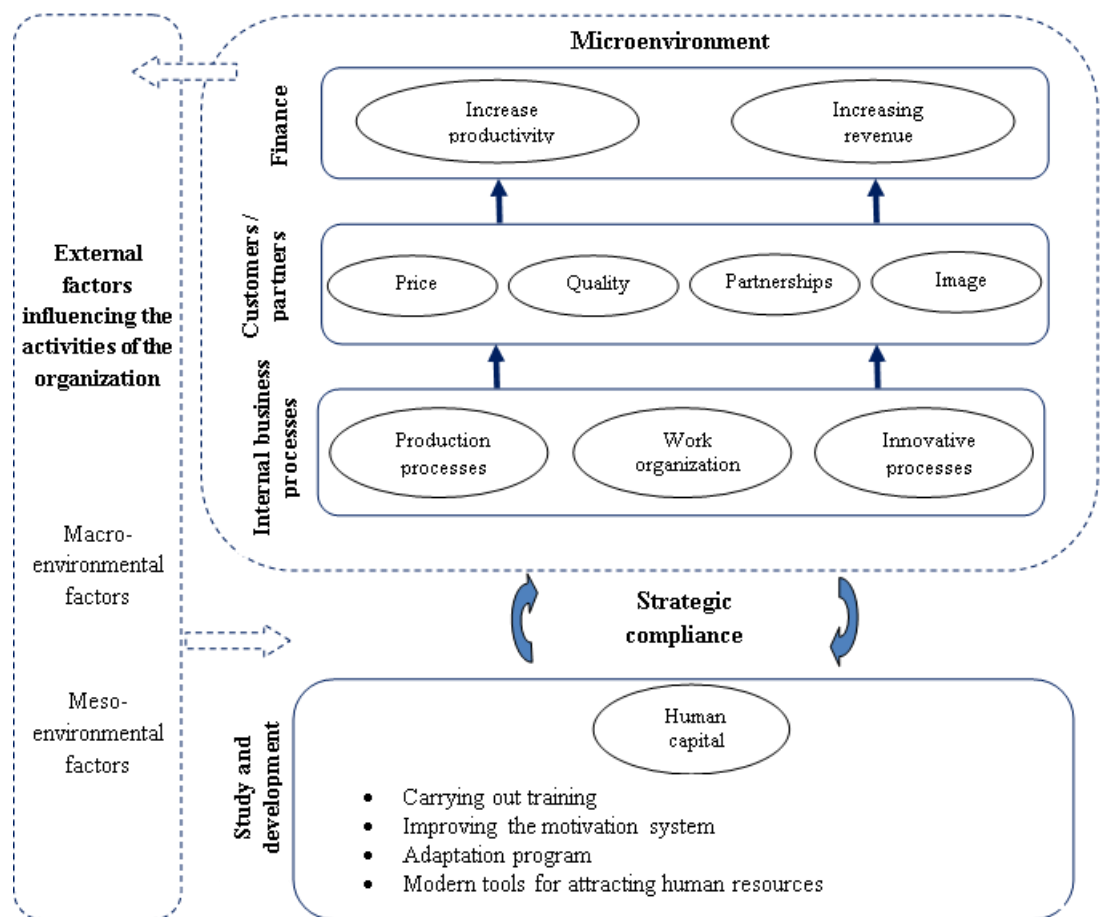


Figure 5. An integrated balanced scorecard model based on improving human resource management

Source: Elaborated by the author

The central idea of the proposed model is the development of an internal balanced scorecard, taking into account external factors, ensuring strategic compliance with both the internal goals of the organization and external strategic directions and conditions.

The passage of stages is carried out gradually and progressively, building a logical relationship, which allows you to visualize and logically build routes to achieve goals.

We consider that the balanced scorecard allows you to build a logical chain in achieving the general goal of the organization. At the heart of the model are the goals and activities that will affect the strategic human resource management.

The complexity of setting goals and activities in the future, aimed at the development of human capital, lies in its complexity and versatility.

At this stage, it is important to ensure strategic alignment with the goals of all departments of the organization, as well as to take into account external factors that have a direct impact on the organization from the outside.

The effectiveness of changes in the perspective of human capital development will have a corresponding impact on internal business processes. Three directions are proposed as a basis: the production process, labor organization and innovation processes, which are the most important today for organizations operating in the territory of ATU Gagauzia.

In its turn, positive changes in internal business processes will be reflected in prices, quality, suppliers and the image of the organization.

Gradual positive changes in the agreed three perspectives will have a corresponding impact on financial performance. In our opinion, the growth of labor productivity and increase in income are important and basic financial indicators for researched organizations.

The successful activity of organizations will also have the corresponding impact on the change in the state of external factors. The interrelationship and interdependence of factors of the external and internal environment will affect the socio-economic development of society.

Building an integrated model makes it possible to ensure the integrity of the human resource management system at all levels and visually build the necessary chain of actions, achieving a systemic synergistic effect. This model demonstrates logical chains of causal relationships between various factors and levels.

In conditions of shortage of human resources at the macro-level, providing the necessary quantity and quality of human resources to achieve the goals of the organization presents difficulties for managers. In this connection, there is a need to approach with special responsibility the adjustment and synchronization of strategic goals, taking into account the

conditions of the external environment and approaches to managing human resources, ensuring strategic compliance.

Considering external factors is essential to ensure strategic fit. Each unit of the organization that has a strategic fit, but which does not take into account the modern aspects of the state of human resources, experiences great difficulty in achieving its goals.

For the practical development of a balanced scorecard and a strategic goal map based on the development of human resources, the company SRL “Avdarma – Proect” was chosen. This is a medium-sized enterprise with 124 employees operating in rural areas in ATU Gagauzia. The main activities of the enterprise are the production of flour and meat semi-finished products; production of bread and bakery products; catering services; retail sales, etc.

Given the strong influence of external factors, our recommendations are aimed at the development of human resources that ensure internal intensive growth. This model considers human resources as intangible assets that generate income for the enterprise, and as a result, an increase in net profit.

Internal intensive growth is provided at the expense of available human resources. The main task of managers is to reveal and capitalize the existing human potential. By creating the necessary conditions for improving the management of human resources, the efficiency of internal business processes will increase, and it will also contribute to the expansion of sales markets, both internal and external, which will ultimately have a positive impact on financial results.

A successfully developing intraorganizational situation will have a corresponding effect on the external environment.

Based on the obtained multi-level strategic goal map, a balanced scorecard was developed (Table 1).

Classical approaches and methods of human resource management have certain difficulties in their application in the conditions of:

- 1) labor shortage;
- 2) high migration;
- 3) generational change in the labor market.

In our opinion, formed according to the results of the research, the proposed blocks will be decisive in the formation of a model of strategic human resource management relevant for our state.

Table 1. Balanced Scorecard for SRL "Avdarma - Proect"

	Goals	Indicators	Target indicators	Implemented activities
Finance	<ul style="list-style-type: none"> ✓ Increase net profit ✓ Increase sales revenue ✓ Raise wages ✓ Increase productivity 	<ul style="list-style-type: none"> • Net profit growth rate • Sales revenue growth rate • Wage growth rate • Production output per 1 employee 	+5,0% +4,2% +7,0% +12,0%	<ul style="list-style-type: none"> ✓ Ensuring internal intensive growth
Customers / Suppliers	<ul style="list-style-type: none"> ✓ Expand the sales market ✓ Improve customer satisfaction ✓ Improve the quality of products and services ✓ Establish connections with trusted suppliers 	<ul style="list-style-type: none"> • Attracting new customers • Retaining loyal customers • Reliable suppliers 	+10,0% IT program	<ul style="list-style-type: none"> ✓ Promotion in social networks ✓ Supplier management software
Business processes	<ul style="list-style-type: none"> ✓ Improve the efficiency of resource use ✓ Reduce costs 	<ul style="list-style-type: none"> • The rate of the production cycle • Cost growth rate 	-7,0% -5,0%	<ul style="list-style-type: none"> ✓ Improving the production cycle ✓ Introduction of resource-saving technological processes
Training & Development	<ul style="list-style-type: none"> ✓ Develop professional skills ✓ Improve the system of attracting human resources ✓ Promote a healthy lifestyle among employees ✓ Improve the motivation system 	<ul style="list-style-type: none"> • Share of trained employees • Staff turnover rate • Average income per 1 employee • Average labor intensity of a unit of production 	85,0% -20,0% +12,0% -15,0%	<ul style="list-style-type: none"> ✓ Training for the development of relevant competencies ✓ Adaptation program ✓ Outsourcing ✓ Gamification of the work process

Source: Elaborated by the author

The basis of the strategic goal map is the optimization of human resource management, which is determined by four goals: to develop professional competencies, improve the system for attracting human resources, promote a healthy lifestyle among employees and improve the motivation system.

To solve the problem of the lack of human resources necessary to achieve the goals, there is a need to apply new approaches and methods. In the management of a modern organization, including in public sector institutions, it is proposed to use innovative tools such as outsourcing, remote work and gamification of production processes.

In conclusion, based on the results of the research (statistical data, surveys, interviews, observations, analytical work with data and factual materials), as well as the developed proposed model and methods, the following model is proposed for SRL "Avdarma-Proect" (Fig. 6).

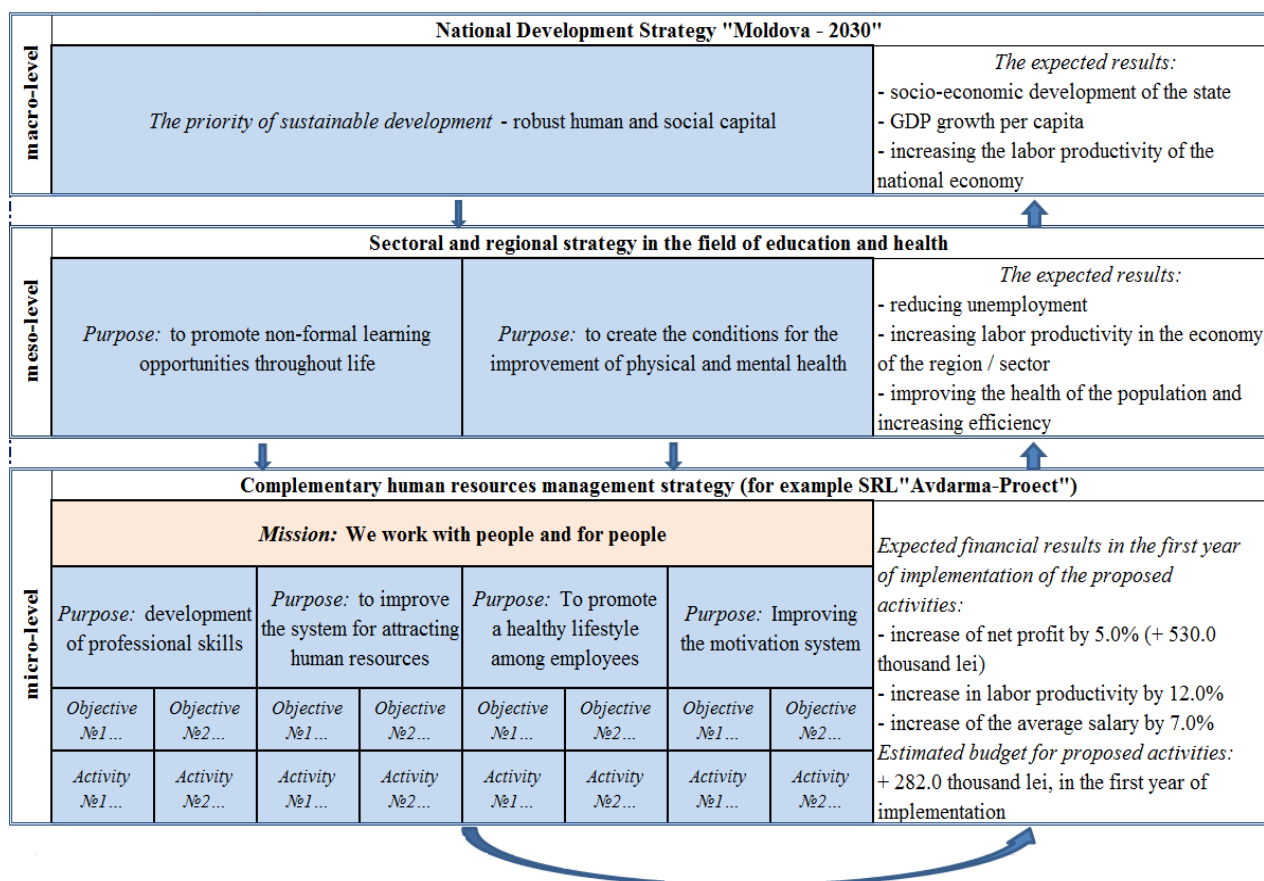


Figure 6. Model for developing a human resource management strategy at SRL Avdarma-Proect

Source: Elaborated by the author

In the near future, due to the unfavorable demographic situation in the country, managers will be forced to shift their focus to the strategic human resource management, preferring the model of intensive growth of the organization.

Based on the results of the research, we consider that there is a great potential for human resources for its capitalization and the achievement of a systemic synergistic effect at all levels of the economic system.

SUMMARY AND RECOMMENDATIONS

The study of a large amount of scientific literature in the field of strategic human resource management, as well as the study of strategic human resource management in the Republic of Moldova, ATU Gagauzia and organizations operating in the territory of ATU Gagauzia, using a

multilevel approach, made it possible to formulate the main conclusions and recommendations that can be useful from both scientific and practical points of view.

Main conclusions:

1. The role of a person in the development of organizations and the state is significant and underestimated. The state consists of many united social organizations, which, in turn, are formed by people and from people. Due to the unfavorable demographic situation in the country, managers are forced to shift their focus to the strategic management of human resources, preferring the intensive growth model of the organization. In the course of the work, the definition of “human resources” was clarified (Subchapter 1.1).

2. In the context of globalization, high mobility of people and technologies, rapid changes, the organization must be seen as an open system, which is strongly influenced by external components of a larger and more complex system. Strategic management of human resources must be considered as a complex and aggregated system in which many elements interact between subsystems at different levels. According to the proposed approach, human resource management is considered as a subsystem of the organization's management (where the organization, in turn, is considered as a system), and the organization is considered as a subsystem of a larger system at the meso- and macro levels. The use of a systematic multi-level approach in the strategic management of human resources allows you to achieve maximum results and a synergistic effect in achieving goals (Subchapter 1.2 and 1.3).

3. The analysis of the conducted research indicates that demographic factors, the labor market of the country and the region, internal and external migration are relevant and with the greatest impact on the human resource management approach for organizations. At the same time, the organization has an impact on changing environmental factors.

4. Weak competition in the labor market leads to a decrease in employee motivation for self-development, an increase in the professional level, productivity and quality of labor, which ultimately negatively affects the quality of human resources (Subchapter 2.1).

5. Human capital is an important driver in the socio-economic development of Moldova. In the course of the study of factors influencing the formation of human capital, a relationship was also revealed between the dynamics of money transfers from abroad in favor of individuals and the unemployment rate (Subchapter 2.2).

6. By comparing the results of the survey, expert opinions, an analysis was made of the state of strategic human resource management at the level of organizations operating in the territory of ATU Gagauzia.

7. Residents of Moldova are witnesses and participants in the integration of the culture of the Western world (cultural globalization). The paper describes the state of a reimmigrant, that is, an employee who has worked for at least 9 months abroad and returned to his homeland. The definition of the phenomenon of "reimmigration syndrome" is given, which represents the state of a person resulting from the implementation of labor activity after being outside the native land (Subchapter 2.3).

8. The development of functional strategies independently of each other, the lack of effective systems for setting goals and harmonization between the general development strategies of organizations with their complementary strategies are also problems in the activities of Moldovan organizations (Subchapter 2.3).

Considering the multilevel approach of the strategic human resource management, **the main recommendations** are also proposed for the corresponding levels.

The main recommendations for implementation at the macro-level:

1. At the macro-level, it is necessary to develop a forecast of labor resources for the short and medium term, without which the development of strategic documents at all levels is ineffective.

2. As part of the analysis of the main indicators reflecting the state of the labor market, it was proposed to introduce the "median wage" indicator (Subchapter 2.2).

The main recommendations for meso-level implementation:

3. Develop a program and system of preferential incentives for organizations in order to increase the attractiveness of investing in employees for the development of human capital.

4. Provide free access to regional strategic policies, regional strategic data and relevant analytical documentation and reporting.

The main recommendations for implementation at the micro level:

5. The management of organizations needs to improve the mechanisms for selecting and hiring employees for work. A distinctive feature of the approach to the recruitment and development of human resources from employers in developed Western countries is that local employers are not interested in investing in the development of an employee, but prefer to get a competent professional employee at the selection stage.

6. Managers of organizations need to separate the adaptation of employees who are just starting their journey, the adaptation of those who change jobs not for the first time, and the adaptation of those who worked abroad and returned - the so-called reimmigrant worker.

7. Creation of a well-coordinated mechanism of systemic external and internal multilevelness in the strategic human resource management will be able to ensure the achievement of the goals set at all levels.

8. An outstanding aspect of the proposed integrated model of strategic management of human resources in an organization, which is based on a balanced scorecard, is the consistency of external and internal factors aimed at achieving a systemic synergistic effect.

9. The basis of the strategic goal map is the optimization of human resource management, which is determined by four goals: to develop professional competencies, improve the system for attracting human resources, promote a healthy lifestyle among employees and improve the motivation system.

10. Recommendations have been developed on the methods used (training on the development of relevant competencies, the adaptation program, outsourcing, gamification of the labor process, etc.) and human resource management approaches to achieve a systemic synergistic effect.

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ANNOTATION

**to the thesis to obtain the scientific degree of doctor in economic sciences
"Strategic Human Resource Management: a multilevel approach"**

Guseinov Igor

**scientific specialty 521.03 Economy and management in the field of activity
Chisinau, 2022**

The volume and structure of the thesis: introduction, three chapters, general conclusions and recommendations, bibliography of 236 titles, 21 annexes, 142 pages of basic text (up to Bibliography), 56 figures and 7 tables. The obtained results are published in 15 scientific papers.

Keywords: human resources, strategic management, multilevel approach, human capital, migration, systemic - synergistic effect.

Field of study: Economics and management by branches of activity.

The object of the research: human resources at the actual stage of development of the Republic of Moldova.

The purpose of the research: is to deepen the theoretical basis and elaboration methodological and practical recommendations in the field of strategic management of human resources for the Republic of Moldova, to achieve a systemic - synergistic effect, both at the organizational level and at the state level.

Research objectives: to study and identify the role of human resources in strategic management; to research the modern systems and approaches of strategic human resource management; to analyze the demographic situation and the labor market at the state level of the Republic of Moldova and at the regional level of ATU Gagauzia; to analyze the existing approaches to human resource management in the Republic of Moldova; to research the correlation of state development strategies and general strategies of organizations with complementary strategies of human resource management; to develop recommendations on the applied approaches of human resource management to achieve a systemic - synergistic effect; to form an optimal multilevel model of strategic management of human resources in the Republic of Moldova and develop recommendations for its practical application.

The scientific novelty and originality: consists in the methodological justification and development of scientific and practical recommendations in the application of modern approaches to human resource management based on a multilevel approach in the present realities to achieve a systemic-synergistic effect.

The important scientific problem solved in the research: justification of the application of a multilevel approach in strategic management of human resources in order to achieve a systemic-synergistic effect.

The theoretical significance: is to study of approaches and justification of the application of a multilevel approach in strategic management of human resources in the actual conditions.

The applicative value: development and testing of a model of a multilevel approach to human resource management used in the activities of enterprises and the elaboration of government policies.

The implementation of the scientific results: the testing of scientific results was carried out at the company SRL "Avdarma-Proect", the development of legislative initiatives and government policies. The research results were presented at national and international scientific conferences, as well as reflected in scientific articles.

ADNOTARE

**la teza pentru obținerea titlului științific de doctor în științe economice
”Managementul strategic al resurselor umane: abordarea multinivel”**

Guseinov Igor

**specialitatea științifică 521.03 Economie și management în domeniul de activitate
Chișinău, 2022**

Volumul și structura tezei: introducere, trei capitole, concluzii generale și recomandări, bibliografie din 236 de titluri, 21 anexe, 142 de pagini text de bază (până la Bibliografie), 56 de figuri și 7 tabele. Rezultatele obținute sunt publicate în 15 lucrări științifice.

Cuvinte-cheie: resurse umane, management strategic, abordarea multinivel, capital uman, migrație, efect sistemic și sinergic.

Domeniu de studiu: Economie și managementul în domeniu de activitate

Obiectul cercetării: resursele umane la etapa actuală de dezvoltare a Republicii Moldova.

Scopul cercetării: este aprofundarea bazelor teoretice și elaborarea recomandărilor metodologice și practice în domeniul managementului strategic al resurselor umane pentru Republica Moldova, cu scopul atingerii efectului sistemic - sinergic, atât la nivelul organizației, cât și la nivelul de stat.

Obiectivele cercetării: a studia și identifica rolul resurselor umane în managementul strategic; a cerceta sistemele și abordările moderne ale managementului strategic al resurselor umane; a analiza situația demografică și piața muncii la nivel de stat al Republicii Moldova și la nivel regional al UTA Găgăuzia; a analiza abordările existente în managementul resurselor umane în Republica Moldova; a cerceta corelarea strategiilor de dezvoltare a statului și a strategiilor generale ale organizațiilor cu strategiile complementare de management al resurselor umane; a elabora recomandările cu privire la abordările aplicate ale managementului resurselor umane pentru atingerea unui efect sistemic - sinergic; a forma un model optim multinivel de management strategic al resurselor umane în Republica Moldova și a elabora recomandările pentru aplicarea sa practică.

Noutatea și originalitatea științifică: constă în justificarea metodologică și elaborarea recomandărilor științifico-practice în aplicarea abordărilor moderne ale managementului resurselor umane bazate pe abordarea multinivel la etapa actuală pentru atingerea unui efect sistemico-sinergic.

Problema științifică importantă soluționată în cercetare: justificarea aplicării unei abordări de multinivel în managementul strategic al resurselor umane în scopul atingerii unui efect sistemico-sinergic.

Semnificația teoretică: studierea abordărilor și justificarea aplicării unei abordări de multinivel în managementul strategic al resurselor umane în condiții actuale.

Valoarea aplicativă a lucrării: elaborarea și testarea unui model de abordare multinivel a managementului resurselor umane, utilizat în activitățile întreprinderilor și elaborarea politicilor guvernamentale.

Implementarea rezultatelor științifice: testare rezultatelor științifice s-a efectuat la întreprinderea SRL „Avdarma-Proect”, elaborarea inițiativelor legislative și a politicilor guvernamentale. Rezultatele cercetării au fost prezentate la conferințe științifice naționale și internaționale, precum și reflectate în articole științifice.

АННОТАЦИЯ

**к диссертации на соискание ученой степени доктора экономических наук
«Стратегический менеджмент человеческих ресурсов: многоуровневый подход»
Гусейнов Игорь, научная специальность 521.03 Экономика и менеджмент в
области деятельности, Кишинэу, 2022**

Объём и структура диссертации: введение, три главы, общие выводы и рекомендации, библиография из 236 источников, 21 приложений, 142 страницы основного текста, 56 рисунка, 7 таблиц. Полученные результаты опубликованы в 15 научных статьях.

Ключевые слова: человеческие ресурсы, стратегический менеджмент, многоуровневый подход, человеческий капитал, миграция, системно – синергический эффект.

Область исследования: Экономика и менеджмент по отраслям деятельности.

Объект исследования: человеческие ресурсы на современном этапе развития Республики Молдова.

Цель исследования: заключается в углублении теоретических основ и разработка методических и практических рекомендаций в области стратегического менеджмента человеческих ресурсов для Республики Молдова с целью достижения системно – синергического эффекта, как на уровне организации, так и на уровне государства.

Задачи исследования: изучить и выявить роль человеческих ресурсов в стратегическом управлении; исследовать современные системы и подходы стратегического управления человеческими ресурсами; провести анализ демографического положения и рынка труда на государственном уровне Республики Молдова и региональном уровне АТО Гагаузия; проанализировать существующие подходы менеджмента человеческих ресурсов в Молдове; исследовать корреляцию государственных стратегий развития и общих стратегий организаций с комплементарной им стратегиям менеджмента человеческих ресурсов; разработать рекомендации по применяемым подходам управления человеческими ресурсами для достижения системно – синергического эффекта; сформировать оптимальную многоуровневую модель стратегического менеджмента человеческих ресурсов в Молдове и разработка рекомендаций по её практическому применению.

Научная новизна и оригинальность: заключается в методологическом обосновании и разработке научно-практических рекомендаций в применении современных подходов менеджмента человеческих ресурсов на основе многоуровневого подхода в настоящих реалиях для достижения системно-синергического эффекта.

Важная научная проблема, решенная в процессе исследования: обоснование применения многоуровневого подхода в стратегическом менеджменте человеческих ресурсов с целью достижения системно-синергического эффекта.

Теоретическая значимость: изучение подходов и обоснование применения многоуровневого подхода в стратегическом менеджменте человеческих ресурсов в настоящих условиях.

Практическая значимость: разработка и апробация модели многоуровневого подхода управления человеческими ресурсами, используемые в деятельности предприятий и разработке государственных политик.

Внедрение научных результатов: апробация научных результатов осуществлена на предприятии SRL «Avdarma-Proect», разработке законодательных инициатив и государственных политик. Результаты исследования были озвучены на национальных и международных научных конференциях, а также отражены в научных статьях.

ACADEMIA DE STUDII ECONOMICE DIN MOLDOVA

**Cu titlu de manuscris
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GUSEINOV IGOR

**MANAGEMENTUL STRATEGIC AL RESURSELOR
UMANE:
ABORDARE MULTINIVEL**

521.03 ECONOMIE ȘI MANAGEMENT ÎN DOMENIUL DE ACTIVITATE

**Rezumatul
tezei de doctor în științe economice**

CHIȘINĂU, 2022

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A MULTILEVEL APPROACH**

521.03 ECONOMY AND MANAGEMENT IN THE FIELD

Summary of the doctoral thesis in economics

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