

Effectiveness of human resource diversity in market conditions

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Abstract

The article includes the difficulties of managing human resources in the conditions of diversity and the mechanisms of ensuring efficiency, which are related to actual issues, such as: problems of adaptation to the working environment, personal values, internal integration with the business environment. The diversity of people is first of all reflected in the diversity of thinking and ideas, which leads to the possibility of formulating a better strategy. A model of human relations: the problem of its power in a group, the problem of power and influence, the problem of striving for a goal, and the problem of acceptance and closeness. A key focus of human diversity lies in skill diversity. Diversity and outlook are ensured by the business coalition. In relation to the diversity of people, emotional dynamics combine: the first impression about employees, the formation of self-esteem, the determination of social status and the development of a comfortable society. Provision of multicultural organizational environment is developed in the article: consideration of social status, consideration of demographic variables, consideration of cultural values, integration of values, import of cultures and provision of pluralism.

Keywords: Variety of knowledge, cultural value, diversity of skills, business coalition, communication culture.

Introduction

The diversity of human resources at the modern stage is related to the problems related to the environment and internal integration. In the management of human resources with different values, their management talent and provision of professional autonomy is considered. The positive line of human diversity is related to the acquisition of new experiences, effective functioning and sustainability of the company's social value. Long-term growth of the organization is ensured when a balance is achieved among the personnel of the organization taking into account their different opinions. Professional adaptation [2-56] is a management process that should give us a match between the employee's abilities and the tasks of the workplace. Behavioral and functional aspects are related to it. Psychological adaptation [1-104] is related to worldview agreement,

mutual understanding and the art of compromise. In the process of business communication, the following circumstances are fixed: information exchange process between individuals [3-143]; perception of each other by partners; mutual assessment of each other by partners; influence of partners on each other; management of the communication process; Ensuring socialization (development of interpersonal relations). During a business conversation, the business interest is in the foreground, not the personality of the interlocutor. The social role of the parties during business communication is regulated [4-30].

Methods and research. The objectives of the study are related to the following questions: 1. which cultural values are associated with diversity in personnel? 2. What is the relationship between personal values and business environment? 3. Fixing the role of integrating different views. 4. How is individual identity and social reality reflected in a multicultural environment? In the conditions of diversity, the activity of the new group includes the following indicators: individuals are looking for their own roles - self-identification; finding out the form of activity and acquiring new skills; initiation of action in the organizational group; internal harmony; A flexible and effective group is ensured not only by common work, but also by common sense and integration of values. During the familiarization period, emphasis is placed (especially in an international group) on the orientations and reactions of the group members. After the familiarization period of the employees, the focus should be on intensive communication and it should be in the nature of discussion. As a result, employees get to know each other's views and positions on important issues. Table 1 shows the role of human resource management in the market environment. As a result, a structural outline of the group emerges and functions and roles are differentiated among the staff - a business coalition is created, thus ensuring agreement in diversity and worldview.

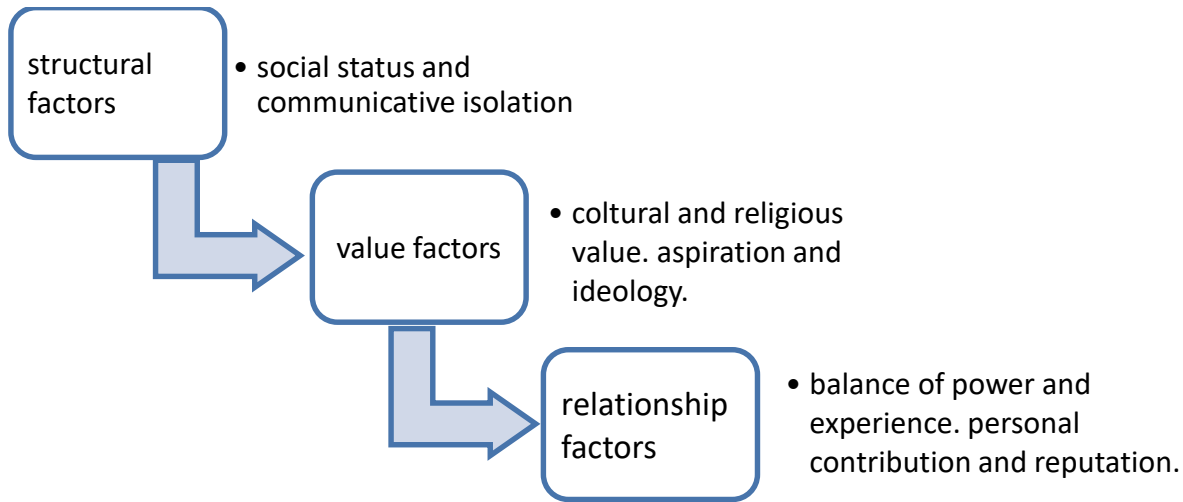
Table 1: Monitoring - the role of the HR manager

Role	Desired level in the future - 100 %
Agent of change	30
Defender of staff interests	25
Administrator	15
Strategic business partner	30

The table is drawn up: I think that human resource manager should play the following roles to ensure the business environment.

Factors affecting the speed of adaptation: processing of the adaptation program, manipulation of the consciousness of the new employee, personal work experience, help of colleagues, individual characteristics of the employee. Problems during the adaptation period: joining the team, getting

used to new official obligations, getting used to corporate culture, getting used to new working conditions. Scheme 1 refers to the value-based model in the field of human resource management.



Scheme 1. I present a factorial summary scheme (Developed by the author).

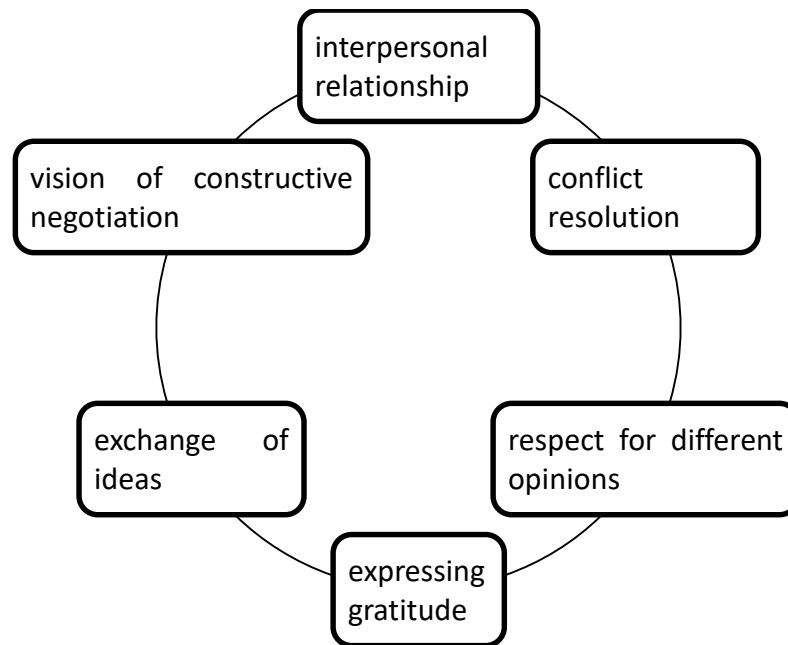
Table 2 shows the relationship between social and economic efficiency, which is determined by the rationalization of human potential.

Table 2: Evaluation of effectiveness.

Indicators of the effectiveness of the use of human resources	Description
Economic efficiency	Integral costs incurred for maintaining personnel and solving their social problems. The effect of the implementation of the personnel program.
The quality of the personnel composition	Correspondence between number of employees and workplaces. Compliance of professional characteristics of personnel with workplace requirements.
Degree of employee satisfaction	Satisfaction with work in the organization (conformity between the general values of human resources and organizational orientations).
Social efficiency	Providing staff with an adequate standard of living. Realization and development of individual capabilities of staff. appropriate degree of freedom and independence. Favorable socio-psychological climate.

The table was compiled by the author of the article.

Scheme 2 substantiates the superiority of the team management style in the field of human resources management.



Scheme 2. Cooperation in a team (The author presents a hypothetical model).

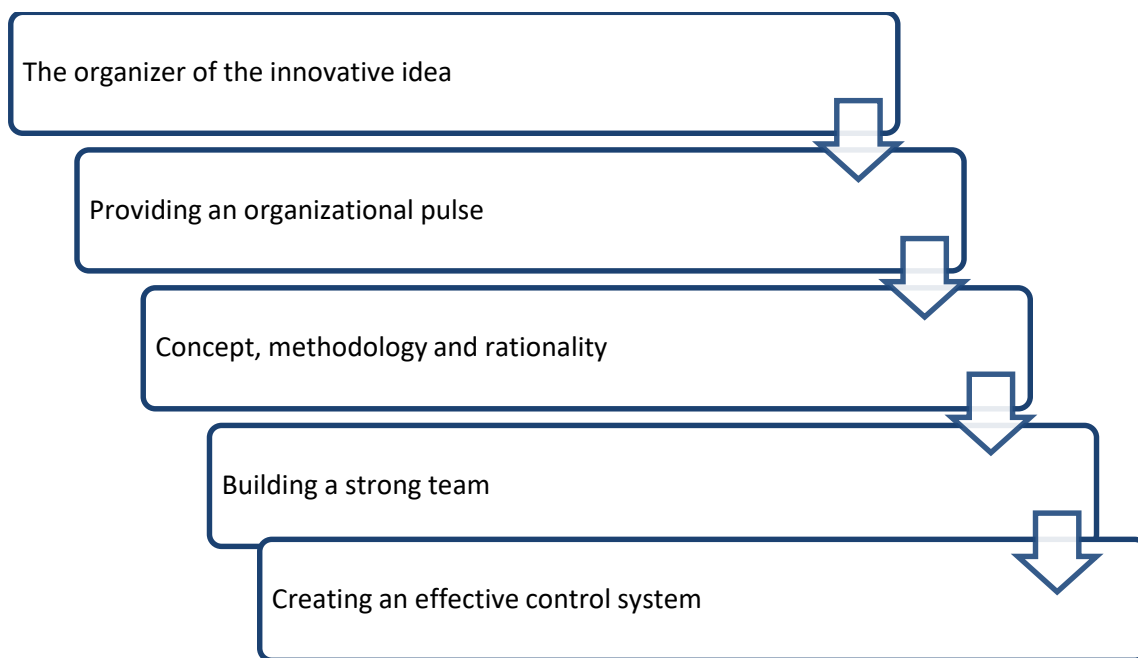
Results and discussion.

Effective management of diversity of people depends significantly on its leader. The role of the team leader at the stage of team formation: providing practical assistance to team members to complete tasks and acquire knowledge, creating a safe working environment, he must ensure that team members get to know each other better, the goals of team formation, identification of the expected results of the team, encouraging the active participation of team members, creating an optimal structure and assigning roles to them, encouraging free communication between team members.

The role of the team leader in the chaos stage of the team: regulating the relationship between team members, discussing the causes of dissatisfaction, supporting subordinates to ensure effective communication, discussing how the team should make a decision, encouraging the exchange of ideas between team members, regulating conflict. The role of the team leader in the stabilization stage of the team: open discussion of issues, delegation of functions to team members, improvement of cooperation, exchange of information. The role of the team leader in the stage of

team progress: focus on the team's efforts, use of the team's capabilities / realization of the potential, evaluation of the team's performance, recognition of the merits of the team members.

The degree of freedom in action and contact should be named as an indicator of the effectiveness of the diversity of human resources. This is ensured by investing in human capital, which consequently determines their productivity. Among the principles of human resources management in the conditions of diversity, the following can be named: self-realization, free development, collegial respect, respect for others' opinions, creative freedom, flexible response to difficult situations, adequate self-esteem, readiness for active action, flexible orientation in the professional environment. Scheme 3 shows the head's self-esteem, which is dictated by his management skills.

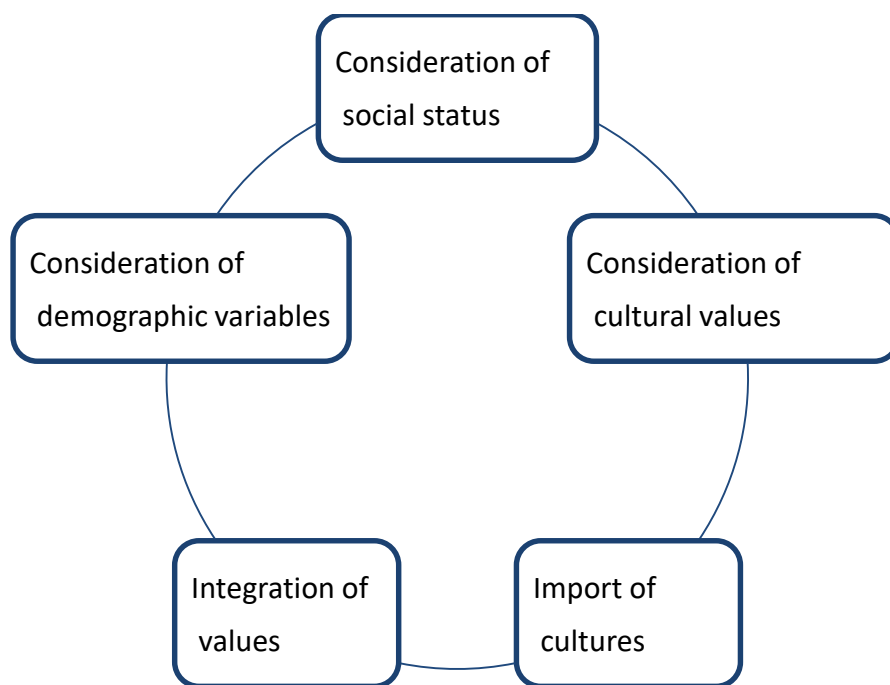


Scheme 3: Self-assessment of the head (Based on personal interviews conducted with the management of several medical institutions).

Market positioning is perceived as a company's establishment of a place in the consumer's consciousness. It is in full compliance with market adaptation [6-10]. Market positioning motivates the marketing team to replace the bureaucratic thinking of management with democratic thinking. In market conditions, a kind of parallel should be drawn between the company's "formalism adaptation" and the user's "own reasoning". The positioning policy ensures the development of a culture of informational meetings, which involves the discussion of initiatives. Market openness ensures that the customer becomes a "process consultant".

At this time, the company is facing a "competence challenge". - Social climate is provided by information circulation. Adaptation to market [5 – 23] changes in the conditions of globalization must be fully consistent with the flexibility of human resources, which will be reinforced by their worldview and diversity of thinking, thus guaranteeing the democratization of management.

A key focus of human diversity lies in skill diversity (intellectual abilities: conceptuality, knowledge of the case, intuition, education, logic; personal character: initiative, self-confidence, advantage seeking, flexibility, the need for advancement; acquired ability: integrating, taking responsibility, the ability to change, the ability to distinguish between people, tact and diplomacy, gaining prestige). Scheme 4 shows that the line of multicultural environment passes through intellectual abilities, personal character and acquired cultural values.



Scheme 4: Providing a multicultural environment (The author presents a hypothetical model).

Conclusion. Human diversity means that the manager has to change business principles taking into account the ethnic and religious values of the staff. A favorable socio-psychological climate is associated with the following indicators: optimism, a sense of security, safety and comfort, mutual support, the opportunity to think freely, to contribute to the development of the organization.

In a diverse environment, employees see different ways of achieving the goal and the desired future state of the organization; Employees' knowledge and perceptions do not match each other

in terms of information interpretation; Differences in feelings and emotions are the basis of personal relations with each other. The diversity of people should be guaranteed by observing the following principles: the principle of freedom of activity (free use of personnel's capabilities and provision of necessary resources to fulfill official obligations); principle of recognition of equality and diversity; the principle of creating a unified team space; Free competition among personnel for status, but this does not contradict their pluralism and pursuit of a common corporate goal.

Characteristics of an effective team in conditions of diversity: having clear goals that are agreed upon by all team members, acknowledging the existence of cultural diversity and realizing their importance, establishing strong trusting relationships between team members, ability to effectively solve the problem, resolving internal conflict, possibility of team teaching based on own experience, diversity of knowledge, harmonization of different personal characteristics, sharing of professional skills, evaluation and recognition of the role of individual employees in the team, team members must have the ability to find the right balance between their own goals and functions in the team, equal access to interesting information, stimulation of the creative skills of the team members by the company management.

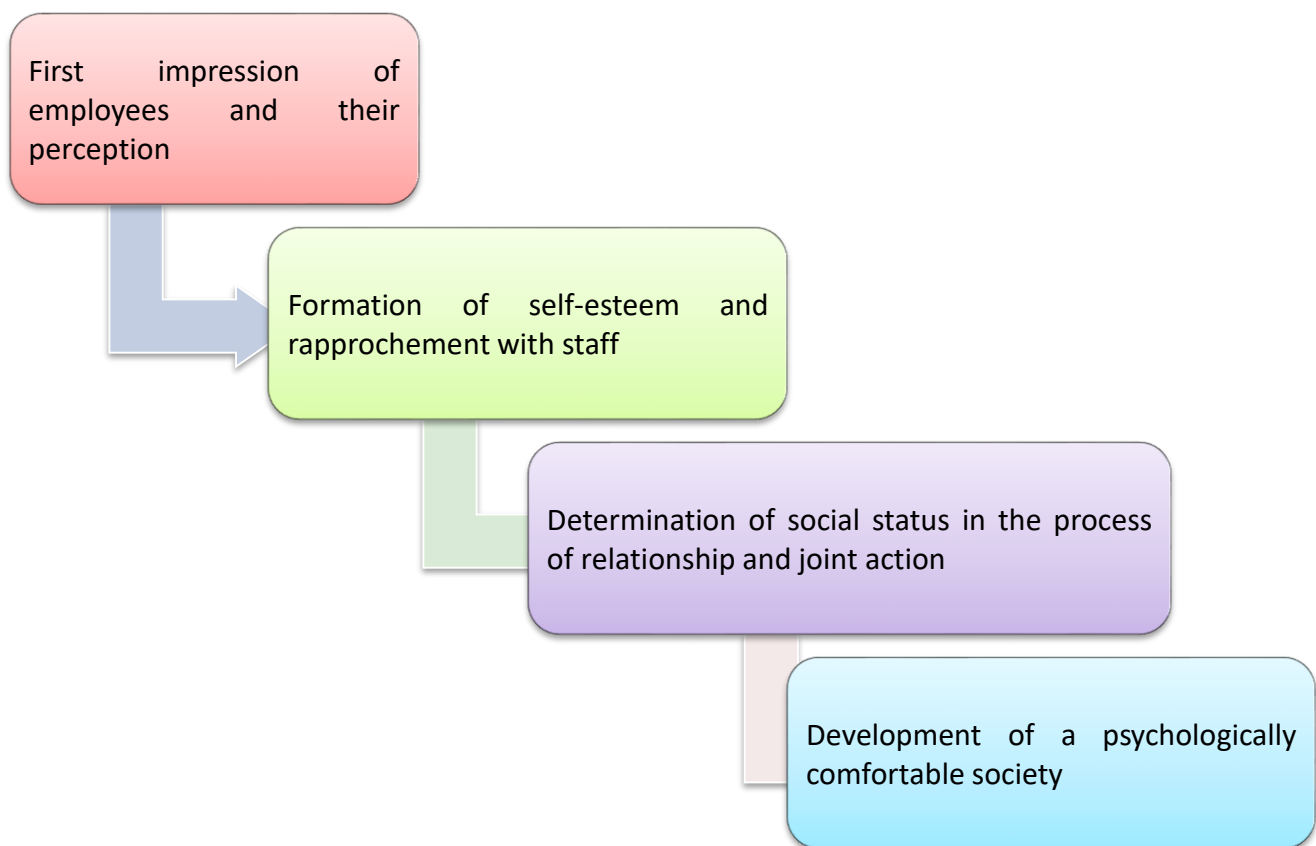
The importance of the diversity of people: original thinking, solving a complex problem against the background of different developed ideas, effective coordination achieves the optimal distribution of obligations, the diversity of opinions leads to an accurate assessment of the situation, the team leader plays the role of a good strategist, the formation of critical thinking, the transformation of ideas into practical actions, overcoming resistance.

The structure of human diversity in the global world is influenced by the following factors: extreme life expectancy (critical correspondence between ageism and the promotion of new knowledge) - which affects the nature of career and training, organizational transformation, global career growth perspective - which is related to adaptation to the global world regardless of geographical boundaries, integration of personnel with different values into a single work space and their engagement In business projects, giving additional opportunities to employees with relevant potential, creating a change management team and operative response to external changes, the multicultural factor determines the development of mobile communications and training in the conditions of expansion, the human resources management service is already faced with the task of meeting the individual needs of the staff.

It is important for the co-workers how the supervisor relates to them. In this regard, they should have an idea of the following:

1. What does the leader think: strategic thinking, loyalty at any hierarchical level, orientation to the goal and result, recognition of people's merits and respect for their opinion.
2. What does the leader feel: expression of feelings, authenticity, understanding of subordinates.
3. What does the leader do: possessing a clear line of behavior and flexibility of action, openness to criticism, making decisions freely, recognizing one's own weaknesses, giving impetus to employees, informing employees about organizational goals.
4. The leader must have: the ability to realize ideas and bring them to fruition, methodical competence, time planning, recognition by employees.

Scheme 5 integrates collective determinants characteristic of a multicultural organization.



Scheme 5: Model of a multicultural organization (Compiled by the author using the monitoring method).

The path to adaptation includes: staff training, familiarization with situational games, the instruction in business roles. The mentioned areas contribute to the development of analytical and critical thinking. In the process of adaptation, it is important to ensure cooperative learning,

thereby guaranteeing the distribution of business functions to individual personnel and taking into account each other's views. Professional career performs the following functions: structuring the working life of the staff, ensuring the material well-being of the staff, determining the competitiveness of the staff. The career policy should correspond to the self-esteem and moral well-being of the staff and, accordingly, should ensure the activation of the potential of the staff (identification of creative ability and ensuring a certain degree of independence).

Diversity of knowledge forces the management of the company to involve the staff in the discussion of the following topics: economic forecasting of activity, forecasting of technology development, forecasting of competition development, forecasting of market research, social forecasting.

With a communicative culture, the staff presents their own identity, especially in the process of business relations. Among the manager's communication skills, the following can be named: the ability to conduct a business conversation, the ability to hold a meeting, the ability to speak in public, the ability to conduct negotiations. In the process of effective communication, the manager of human resources management should be able to: formulate the goals and objectives of communication, organize and manage the relationship, ask relevant questions during communication, regulate the conflict that arises during the conversation, reasoned and reasoned reasoning, correct the behavior of the interlocutor and help him to freely engage in a business conversation.

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აბსტრაქტი

სტატია მოიცავს ადამიანური რესურსების მრავალფეროვნების პირობებში მართვის სირთულეებსა და ეფექტიანობის უზრუნველყოფის მექანიზმებს, რომლებიც უკავშირდება ისეთ აქტუალურ საკითხებს, როგორიცაა: სამუშაო გარემოსთან ადაპტაციის პრობლემები, პიროვნული ფასეულობები, საქმიან გარემოსთან შიდა ინტეგრაცია. ადამიანთა მრავალფეროვნება პირველ რიგში აისახება აზროვნებისა და წარმოდგენების მრავალფეროვნებაში, რაც განაპირობებს უფრო გამართული სტრატეგიის ფორმულირების შესაძლებლობას. ადამიანთა ურთიერთობის მოდელი: ჯგუფში მისი ძალის პრობლემა, ძალაუფლებისა და გავლენის პრობლემა, მიზნისკენ სწრაფვის პრობლემა და მიმღებლობისა და სიახლოვის პრობლემა. ადამიანთა მრავალფეროვნების ძირითადი მიმართულება მდგომარეობს უნარების მრავალგვარობაში. საქმიანი კოალიციით უზრუნველყოფილია მრავალგვარობა და მსოფლმხედველობა. ადამიანთა მრავალფეროვნებასთან მიმართებაში ემოციური დინამიკა აერთიანებს: პირველ შთაბეჭდილებას თანამშრომლების შესახებ, თვითშეფასების ფორმირებას, სოციალური სტატუსის განსაზღვრას და კომფორტული სოციუმის განვითარებას. სტატიაში შემუშავებულია მულტიკულტურული ორგანიზაციული გარემოს უზრუნველყოფა: სოციალური სტატუსის გათვალისწინება, დემოგრაფიული ცვლადების გათვალისწინება, კულტურული ფასეულობების გათვალისწინება, ფასეულობათა ინტეგრაცია, კულტურათა იმპორტი და პლურალიზმის უზრუნველყოფა.

საკვანძო სიტყვები: ცოდნის მრავალფეროვნება, კულტურული ღირებულება, უნარების მრავალფეროვნება, ბიზნეს-კოალიცია, კომუნიკაციის კულტურა.