

The Future of Human Resource Management Education and Training in Tertiary Academic Institutions

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Abstract

The future of human resource management education in higher education institutions in the 21st century is closely related to trends in the field of human resource management. In this regard, the issues of restructuring personnel work have acquired particular acuteness. The problems of increasing labor efficiency and the better use of expensive and scarce human resources are priorities. They have become key to the survival and adaptation of enterprises to new economic situations. It is critically important to convey this information to the students. The future of human resource management education in higher education institutions in the 21st century is closely related to the development of modern trends in human resource management, the development of the concept of corporate culture, training in internationalization, and the study of the principles of motivation and digitalization (see. Polónyi 2019, 2020, 2021). The 2021 change in the model of operation of higher education institutions in Hungary and the consequent formation of the higher education sector created an opportunity to apply modern answers to the new economic challenges in education and training (Farkas 2019; Hrubos 2021; Polónyi&Kozma 2021). This article reviews some of these opportunities and challenges.

Keywords: Higher Education, Program Descriptions, Human Resource Development, Human Resource Management, Digitalization, New Trends of Employment

Introduction

The future of human resource management education in higher education institutions in the 21st century is closely related to trends in the field of human resource management. In this regard, the issues of restructuring personnel work have acquired particular acuteness. The problems of increasing labor efficiency and the better use of expensive and scarce human resources are priorities. They have become key to the survival and

adaptation of enterprises to new economic situations. It is critically important to convey this information to the students. The main factors of change were scientific and technological progress, and the concentration of scientific and production potential. In the world today, a new paradigm of management in entrepreneurial activity is being formed, which best meets the interests of management. Based on this,

the future of human resource management education in higher education institutions in the 21st century is closely related to the development of modern trends in human resource management, the development of the concept of corporate culture, training in internationalization, and the study of the principles of motivation and digitalization. Based on this, the future of human resource management education in higher education institutions in the 21st century is closely related to the development of modern trends in human resource management, the development of the concept of corporate culture, training in internationalization, and the study of the principles of motivation and digitalization (see. Polónyi 2019, 2020, 2021). The 2021 change in the model of operation of higher education institutions in Hungary and the consequent formation of the higher education sector created an opportunity to apply modern answers to the new economic challenges in education and training (Farkas 2019; Hrubos 2021; Polónyi&Kozma 2021).

Mastering Modern Management Trends

Now, one can observe the formation of a new era in the development of mankind, caused by the rapid development of technology, demographics, and geopolitical changes. Changes occur at an incredible speed in all areas of life and affect everyone. They require new skills and, most importantly, new approaches to work organizations (Saha, 2017). The companies that will dominate the market five years from now will be significantly different from those seen among the leaders today (Richman, 2015). In turn, for a human resource manager to achieve success, he/she

needs to understand what exactly generates change, where the world, business, and society are moving, and what kind of training program will really be useful for the future profession.

Given the fact that those who will now be trained in human resource management will have to work in an even more developed environment than now, in the future, the education framework will fully embrace modern trends in human resource management. The movement from current education in human resource management to future education in human resource management is characterized by a number of changes in the training of future HR workers (Stone & Deadrick, 2015). Future education will be characterized by a shift from recruiting and placing personnel to participating in shaping business strategies and organizational change.

In addition, a huge influence will be given to the professionalization of the field of personnel management and the reduction of the role of technical executors in it, designed to simply record the state of personnel. Educational institutions will train future human resource managers to participate in the formation and implementation of social partnership policy and focus on the development of human resources in close connection with the goals of the organization, which is not limited to training and raising their qualifications and providing them with highly qualified, comprehensively developed workers (Przytuła et al., 2020). The future of human resource management training represents a higher stage of working with people than the

The Future of Human Resource Management Education and Training in Tertiary Academic Institutions

traditional practice of the human resources department.

Mastering New Qualifications

With a fairly rapid change in current business trends, the requirements for the qualifications of human resource managers are becoming broader and broader. First, the importance of deep knowledge of the business (product, technology, sales markets, competitors, organizational structure) is growing (Sousa, 2016). In addition, the ability to apply the latest methods and tools of human resource management along with traditional ones, as well as the ability to design an organization and maintain effective relationships, business communication, becomes even more important (Weerarathna & Pintoe, 2016). Moreover, there is a growing demand for the ability to manage change through impact on people, innovation, dissemination of best practices, and organizational development (Surya, 2017). All these and other changes will require high professionalism and ethics in human resource management, which is a precedent for including these aspects in training programs for human resource management.

Inclusion of Training on Formation of Corporate Culture

In today's business environment, corporate culture is the strategic resource of an organization. Therefore, each organization faces the need to form its own corporate culture, defining its goals and values, strategy, quality of products, services, civilized rules of behavior, and moral principles of employees, maintaining a high reputation of the organization (Tedla, 2016).

It is about a list of issues that form the basis of the beliefs and values of the organization's leadership. The corporate culture of an organization is linked to a broad conceptual framework, including employees' beliefs, their relationship with themselves and the outside world, and the HR manager must know exactly how to maintain a favorable corporate culture within the team.

The future of human resource management education in higher education institutions includes detailed training of students in creating an effective corporate culture. The main perspective of training in this direction is the creation of a corporate culture model and a program for its implementation (KPMG, 2020). From a learning perspective, students will be taught how to create a vision of the "ideal company" based on the organization's mission. In this process, future human resources managers will learn to attract the creative forces of the company's employees, conduct various competitions, strategic sessions, pieces of training, and use all the possibilities of internal PR (KPMG, 2020). In addition, in the future format of training human resources managers, more attention will be paid to the development of new rules, criteria, designated values, and other agreements that are important for the company and its employees to eventually form the corporate code of the enterprise (Slavić et al., 2018). These are the foundations of corporate culture, which are critically important for the organization, but in the near future, they will be even more widely considered from the very beginning of training in human resource management.

Internationalization of Training

Internationalization is driven by economic, political, cultural, and educational factors. With regard to economic factors, internationalization is built following the logic of a market economy, which finds expression in the commercialization of the scientific and educational sphere (Fraumann & Güney, 2015). Entrepreneurial universities are emerging, providing a variety of educational services. Internationalization development is also influenced by information and communication technologies used by higher educational institutions to advertise educational services and distance transnational education (Ristovska & Ristovska, 2014). Analyzing the impact of the degree of internationalization, centralization, and decentralization of a company's activities on international human resource management policy is becoming increasingly relevant (Pacheco, 2019). Therefore, future training programs for human resource management are increasingly being implemented.

The globalization of production, the development of international relations, cooperation, and integration make it necessary to develop multinational collectives with different systems of values and cultures. This requires forming a small but dynamic elite group of cosmopolitan specialists with advanced communication and linguistic skills who can work in international teams and in different countries (Ananthan, 2019). Because of this, the future of human resource management education in higher education institutions implies an expanded study of different

cultures, multicultural etiquette, international ethics, and the rules of working in intercultural teams.

Learning the Principles of Motivation

Motivation systems evolve from the principles of egalitarianism, payment for a position, and job application to the principle of payment for the result, for a specific contribution to the achievement of the organization's goals. In this regard, the most important principles of motivation today are the creation of an atmosphere of mutual trust, the persuasiveness of decisions made and feedback, the preservation of employment, equal opportunities for employment, promotion and remuneration depending on the results achieved, health protection, ensuring normal working conditions, and fair distribution of productivity gains between employees and entrepreneurs (Omar, 2021). Based on this, the training of future specialists in human resource management includes the study of ways to motivate personnel, and in the future, even a separate course can be allocated for this.

In addition, the future of human resource management education in higher education institutions involves teaching students non-standard ways of motivating staff. Non-standard methods of motivation are based on an approach that harmoniously combines economic and non-material forms, based on the study of the needs of employees (Ozkeser, 2019). When basic needs are met, the individual rises. This is true for specialists whose qualifications and salary expectations are higher than the market average. At the stage of monetary

The Future of Human Resource Management Education and Training in Tertiary Academic Institutions

satisfaction, employees begin to be interested in other things: a sense of belonging and recognition by colleagues not only within the company but also outside it, realizing their potential and their own ideas (Ozkeser, 2019). This starts with the need for the motivation of professionals, which will be taught in higher educational institutions.

Exploring Digitalization

Globalization and digital revolution have opened new opportunities. This applies to those who have access to technology and the Internet, who have great opportunities both in the choice of work and in the way of doing it. However, this creates new risks, as more and more jobs are becoming unstable, with part-time and short-term employment, without a contract (Strohmeier, 2020). The main positive effects of digitalization in the field of personnel management are associated with the rapid interaction of a potential employer and a candidate for a position, effective tools for personnel selection and assessment, and new technologies for employee training (including distance learning) etc. (Aggarwal & Sharon, 2017). This is a premise for the most in-depth human resource management course training on working with innovative technologies in management and how they can facilitate work in this area.

The opportunities for implementing HRM tools in the digital economy are developing and will continue to develop in the future, which is already considered by educational institutions. Digital technologies are now introduced or are being implemented in most human resource management tools:

robotization of recruitment processes, e-learning of personnel, the use of neuromarketing in personnel assessment and talent management, ERP systems as a technical basis for HR activities in organizations, and so on (Schultz, 2021). Thus, courses on human resource management in higher educational institutions will contain a description and analysis of the specifics of the use of digital technologies in human resource management, several cases and practical examples on the topic, as well as interviews and masterclasses from developers of modern digital services for HR activities (Balabanova & Balabanov, 2020). Such trends are beginning to manifest themselves in educational projects, but they will simply become an integral part of the future.

Conclusion

The process of transformation of personnel management functions has just begun and will be even more intense in the future, which will precede changes in educational programs on human resource management. First, the future of education in this area will include the development of modern trends in human resource management and the development of new qualifications, which should expand the pool of HR managers' abilities. In addition, in educational institutions, much more attention will be paid to creating a favorable corporate culture and staff motivation. In connection with globalization, internationalization is considered more widely and approached. Digitalization, in turn, plays an important role in training, as businesses at all levels are moving into the digital sphere. Because the business sphere and its requirements

change, the programs and methods of training on the human resource management course will also change, and when choosing a quality education, it is important to take into account that it includes the above trends.

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