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The Economic Basis for the Training of Specialists in the Field of Personal Management: Prospects for the Future

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Abstract: It was decided to conduct the research presented in the article due to the need to formulate a set of economic issues that, to one degree or another, are of interest to specialists working in the field of personnel management. The significance of the study lies in the fact that its results make it possible to create new or improve existing curricula and training programs for personnel specialists, expanding the possibilities of mastering a complex of economic knowledge and skills of working with teams in various production conditions and conditions. achieving various goals. The study was conducted using digital means. which allowed representatives of the three countries to take part in the survey. The research process itself included three stages, which took place over three years in 2017, 2019 and 2021. Asking questions to managers not only allowed them to self-assess their skills but also encouraged them to think about improving their own skills. The study allowed us to identify the

strengths and weaknesses of the skills of HR managers based on previously acquired economic knowledge. Readers are presented with the distribution of study time based on the results of three waves of self-assessment of the study of five main areas of activity in the structure of the curriculum for personnel management specialists. Based on the results of voluntary anonymous surveys, groups of countries (10, 8 and 8 countries) with different levels of general training of HR managers were also identified, which opens up opportunities for more in-depth research. The authors believe that when applying the presented methodology in more compact classrooms, will help to create a basis for the formation of targeted educational materials. The study showed that it is necessary to expand the opportunities for obtaining economic knowledge in the training and retraining of personnel managers.

Keywords: management, leadership, innovation, project activities, business ethics, motivation, time management.

Introduction

The success of economic processes largely depends on the quality of human resources management, the participation of which determines the specific results of enterprise activities and the success of planned processes. Human resource management requires managers involved in these issues to maintain a consistently high level of skills, which should be reflected in the training programs for these specialists. Moreover, training is not considered only for the period of learning a specialty. Still, it implies a process of constant improvement of skills, that is, training throughout the entire period of active participation in economic processes. Since the range of skills of personal managers is very wide, in this study we will limit ourselves to the basic skills that have an economic basis.

To formulate components of training content for managers, it is necessary to know the current level of managers' skills, which is feasible when conducting self-assessment by these specialists. Suppose we study the generalized results of self-assessment of managers in a certain country or group of countries. In that case, it becomes possible to formulate generalized recommendations for the vocational education system and for companies developing products to improve current skills.

It should be noted that many researchers have separately examined the components of managerial skills, such as leadership (Carroll, Ford, & Taylor, 2019), the ability to operate innovations (Stefan, 2021), project labor management skills (Marchewka, 2016), corporate ethics, and employee motivation (Camilleri, 2021), and the impact of effective time management on financial results (Sharma, 2021). Others have explored the significance of corporate ethics in turbulent markets (Mascarenhas, 2019) and the application of human motivation theories (Maslow, 2021) within organizational contexts. Additionally, the integration of leadership practices (Pashiardis & Johansson, 2016), the role of strategic project management (Schmidt, 2021), and the impact of educational transitions on organizational development (Packer, 2021) have been highlighted as crucial factors in enhancing managerial effectiveness. However, a comprehensive study involving Volunteer personnel managers has not been conducted in recent years.

Research Problem

The study of the current state of the economic basis of the preparedness of HR specialists is especially important in the post-pandemic period since serious changes have occurred in the personal system of many employees, which require additional skills from managers that allow them to competently analyze the capabilities of each employee individually to achieve the highest economic results.

Since society is interested in the maximum socialization of its members, the research conducted will help in the gentle return of some of its members from total or close to total self-isolation to active coexistence in society. Only with competent managers who systematically increase the level of their competencies and are capable of multifaceted analytical work in working with personnel, both with

teams and with individuals, are the fundamental changes in the economy that are necessary after the crisis possible.

The experiment set up and conducted indicates the need to develop programs to improve the quality of skills of managers working with personnel. The study provides a ranking that allows the program to be differentiated by difficulty levels.

The problem of the economic basis of training specialists in the field of personnel management in most studies is considered through many individual cases, which indicates the need to integrate the main components of the problem to obtain an overall picture through analytical activity based on the results of participation in the experiment of anonymous volunteers who are HR specialists.

When studying the problem of consolidating the economic basis as a core component of the training of HR specialists, it should be noted that the presented new approach to studying this problem from the inside, that is, through the readiness of managers to use basic economic tools in everyday work, through the self-assessment of specialists on the formation of their knowledge and skills, is new and relevant.

Research Focus

The main goal of the study is to develop motivated recommendations for drawing up plans and programs for training and retraining of HR specialists based on the results of self-assessment of HR managers in the countries of the European Union.

Research Aim and Research Questions

To achieve this goal, it is necessary to solve a number of research problems. The primary task is to study the economic foundations of training specialists in working with personnel based on the results of recent research. Next, it is necessary to determine those areas of economic knowledge that require the greatest attention when drawing up convincing plans and programs when forming the prospects for training specialists in working with personnel. Next, it is necessary to differentiate countries by the overall current level of specialist training to determine the levels of curricula and advanced training programs and, accordingly, their target audiences.

The research presented in this article is the result of three independent surveys in 2017, 2019, and 2021, conducted through chats of HR professionals on a voluntary and anonymous basis, since the only identifying question in the survey was the question about the country in which the respondent is working.

Literature Review

Modern research into the problems of training HR specialists in many cases comes down to a thorough study of individual economically significant categories in the process of working with personnel (Beghetto & Corazza, 2019). The main areas of research include such as studying the role of a leader in a team and the features of working with leaders, selection, and placement of personnel during innovative activities, a comprehensive study of the provision of personnel for the functioning of projects, external and internal ethics in a company, staff motivation, and time management (Bremer, 2012).

Some authors believe that due to the conditions that arose during the pandemic, leadership in teams began to take on a new character, moving from real space to virtual space. However, according to the opinions of some authors, the transformation of leadership as such in teams did not take place, but there was a fundamental shift in the set of key leadership skills, which gives managers the basis for increasing their level of skills in working with leaders who were formed during the period of self-isolation. (Kergel, Heidkamp-Kergel, Arnett, & Mancino, 2020) To work with such leaders, managers must possess a range of information skills, which will allow you to communicate effectively with such leaders. However, despite the active changes in the personnel composition of leaders, the role of the

leader in the team has remained traditional, and it is essential for HR managers to promptly identify a potential leader and skillfully communicate with him (Sharma, 2021).

An important aspect in the work of a personnel management manager is, according to many authors, the ability to organize the implementation of innovations in such a way as to not only ensure the availability of all the necessary workers for their implementation but also to timely think through a system for improving the qualifications of the necessary workers for the effective implementation of innovation (Brem, Tidd, & Daim, 2019). In many ways, according to the authors, the success of innovation depends on the correct placement of personnel when forming a working team for the implementation of innovation, and on the level of professional qualities of each participant in the innovation process. Employee morale is also particularly important for successful innovation. An HR manager, according to some researchers, can create problematic situations that motivate game situations, build a personnel placement scheme based on the personal and professional interests of each employee, etc (Pascalau, 2017). For the success of the innovation process, it is also important for each employee to understand his role and understand the importance of the quality of the actions he performs for the success of the process as a whole. Some researchers argue that innovations carried out with the participation of external specialists are much less effective since there is no established personal contact between members of the innovation team, which can reduce the quality of the final result. However, sometimes it is impossible to carry out innovation using only the employees of one company, so a special role in the process of establishing the level of necessary communications is assigned to HR managers, which requires appropriate skills from these specialists (Schein, 2016).

Just as teams are formed to implement innovations, corresponding teams are formed to implement projects in companies. Since such teams are often formed by the HR manager from among the company's employees, to competently form this team, according to researchers, the HR manager must take into account the individual characteristics of each employee following those roles, which they will perform in a specific project (Allen, 2009). According to researchers, there are different degrees of workload for an employee in roles, which can create tension and reduce the quality of project implementation. In this case, the HR manager must monitor the work and rest schedules in terms of participation in the project activities of each employee, taking into account the personal and ambitious qualities of each employee (Boland, 2014). The manager's task, according to the authors, is to create a team to implement the project that will obtain the most effective economic result, without reducing the results of other company projects. To carry out such personnel placement planning, the personnel manager must take into account many economic indicators, which makes it necessary for him to have a high level of general economic training (Lee & Cronin, 2016).

Many authors note that business ethics largely plays a decisive role in the formation of final economic results. Business ethics is divided by researchers into external and internal. Researchers include the external aspects of business ethics as a system of communication with clients, creating a positive image of the company in the external environment, social responsibility of business, etc (Shiraishi & Sonobe, 2018). To carry out events related to the external image policy of the company, HR managers must correctly select and arrange personnel, while conducting additional independent research on the effectiveness of events in this area. Researchers note that when creating a company image, it is especially important not to damage this image with incorrectly chosen words or actions. Personnel participating in these events must be constantly updated and promptly instructed since image events must correspond to the current activities of the company (Jung, 2014).

Internally, the company's ethics provide for some traditions and foundations, which, as the authors emphasize, are the basis of the psychological climate in the company. The well-formed and positive psychological climate is reflected in economic results, which makes it paramount for HR managers to create and constantly maintain it (Frankerberger, de Brito, & Filho, 2019). The internal ethics of the company are also sensitive to leadership and economic levers for regulating employee

motivation, which requires HR managers to constantly participate in the analysis of the economic performance of employees (Bayar, 2019).

Many authors pay special attention to employee motivation and the work system of managers to form and maintain the proper level of employee motivation. Motivation has largely been an economic background, which makes it necessary for the manager to have high-quality economic training to carry out rational motivational actions regarding material content. In addition, there are several moral ways to increase employee motivation, which must be wisely alternated or combined with material motivation tools (Wagner, 2014).

Researchers on the effectiveness of planning and use of working time draw attention to the fact that a personnel manager must have time management skills. The economic results of enterprises largely depend on the efficiency of using working time. An HR manager needs knowledge not only about the rational distribution of personnel but also about the rational use of time, which makes it very important for managers to have the skills to work with working time management tools (Scourfield, 2018). With the skillful distribution of working time, many more work actions are performed per unit of time than without it.

The positions considered by modern researchers allow us to note that the activities of personnel managers are multifaceted and require not only high economic primary training but also constant professional development (Allen, 2009).

Materials and Methods

The formation of curricula and programs for the training and retraining of managers is based on the results of a study of the level of mastery of these skills by these specialists, or on their self-analysis. This study is based on the results of a voluntary self-analysis of managers working in the field of human resources management in the countries of the European Union. The study was conducted three times, in 2017, 2019, and 2021, on the same questions. Respondents were asked to rate on a ten-point scale, to the nearest tenth of a point, their skills in working with leaders, HR support of innovations and project activities, issues of forming an ethical sphere and motivation in the company, and managing the time of employees. These skills were chosen because in professional communication questions in these areas often arise. Managers in their daily work with personnel are faced with insufficient knowledge of their own, and to prevent such difficulties in the work of specialists, it became necessary to take into account these problems when developing educational material, taking into account the real state of affairs and systematically arising difficulties.

An analysis of the results obtained was carried out for each year separately for all countries of the European Union, as a result of which three groups were formed according to the general level of training of HR managers. An analysis was also carried out for each of these areas for all EU countries in general, which makes it possible to develop general recommendations on the intensity of inclusion of these issues in pan-European training programs.

Sample and Participants

Sampling is a fundamental aspect of any research project, and the type of sample selected can have a The study was conducted for industry specialists, to obtain objective information, it was anonymous, the only identifier in all three studies was the respondent's professional field belonging to a designated EU country, and respondents working in several countries were asked to choose the country in which they spend the most time personnel management issues.

To obtain generalized results, the score for a specific question for each country was obtained as the result of dividing the sum of all answers by their number, rounded to the second decimal place. The authors of the study believe that such a system for obtaining results is reliable and provides an opportunity to obtain an overall picture of the skills of managers.

Instruments and Procedures

Respondents were presented with questions in Google Form format asking them to rate their skills on a scale of one to ten, accurate to one decimal place, on the following questions.

1. When working with a team, I always manage to identify the leader and work successfully with him.

2. If it is necessary to introduce innovation, I can form a team in a short time, determine the resources necessary for the team's work, and ensure their timely delivery.

3. When working on several projects in our company, I always clearly define the roles of each employee in each project, and I always manage to monitor the distribution of workload in each team.

4. I always manage to resolve ethical issues on time. Our company's employees are motivated and efficient.

5. In our company, time management is developed and is constantly being improved.

Data Analysis

The data analysis was carried out to identify both the general level of training of specialists in working with the economic challenges of the modern post-Covid environment and to form an understanding of the dynamics of the level of skills of individual areas studied. The results of the survey were used for the analysis; therefore, it is necessary to take into account the fact that on average 5% of the total number of specialists in this area, that is, working with personnel, participated in the survey in each country. There is also a high probability that some specialists were present in the sample who participated in the survey for all three years and they independently improved their professional level in those positions for which they gave themselves lower scores, however, these results did not have a strong impact on the overall picture of the study. When analyzing the data, the arithmetic mean, ordering of the data series, and their grouping were used.

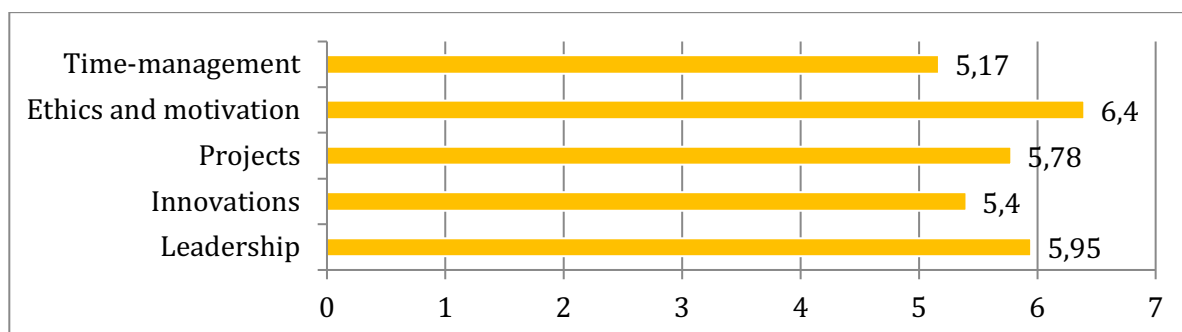
Results

For long-term planning of training for HR specialists, it is important to determine not only the content of programs and curricula but also to determine in what proportions certain topics and areas should be included in these programs. If, during the initial training of specialists, general economic issues and the practical exercises associated with them are determined by the degree of volume of scientific materials, then when improving the qualifications of existing specialists, it is necessary to bring the distribution of time as close as possible to the expectations of course participants, or to the expectations of those who are self-educated.

To get acquainted with the results of the study, let's look at the generalized results for all EU countries for each year separately. Figure 1 shows the results for 2017.

Figure 1

Survey results in all EU countries 2017

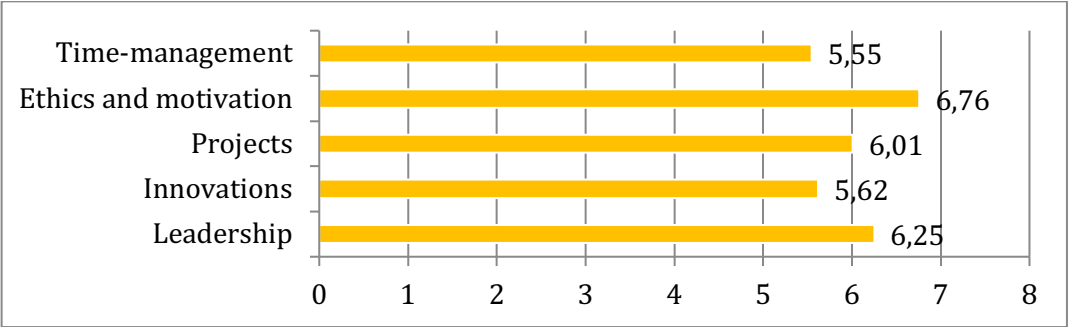


Source: Author's development.

According to the results of the study in 2017, managers had the greatest number of skills in the field of professional ethics and employee motivation (6.4), and the least in the field of time management (5.17). In 2017, 2,281 specialists from 26 countries took part in the survey. The survey attracted the most attention in countries such as Germany (294 respondents), France (209 respondents), and Denmark (188 respondents).

Figure 2

Survey results in all EU countries 2019



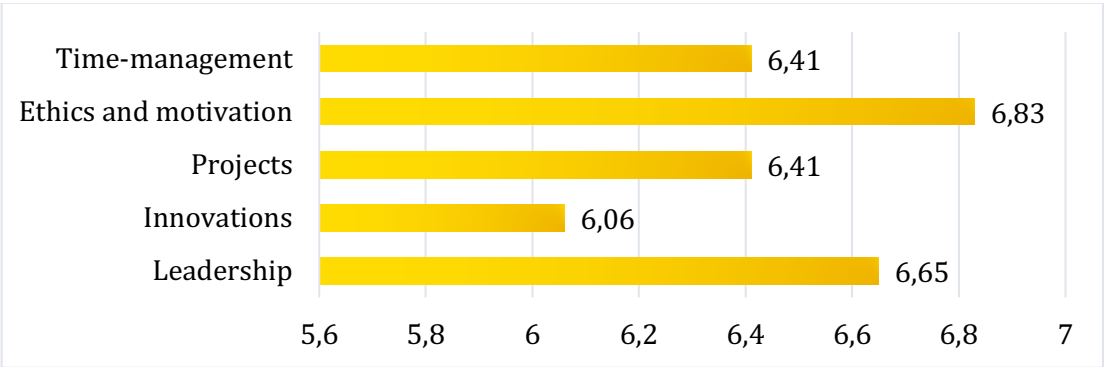
Source: Author’s development.

Figure 2 shows the 2019 survey results. As of 2019, managers had the greatest number of skills in the field of professional ethics and employee motivation (6.76, which is 6% more than in 2017), and the least in the field of time management (5.55, which is 7% more compared to 2017). In 2019, 2,450 specialists from 26 countries took part in the survey, which is 7% more than in 2017. The survey received the most attention in countries such as Germany (307 respondents), Romania (209 respondents), and Denmark (201 respondents).

The survey was conducted every year in January-February, therefore, in 2019, the survey results could not be significantly influenced by the conditions that arose with the spread of COVID-19. However, the results of 2021 could be significantly affected by changes in work with personnel caused by the pandemic and the crisis in the economy that became its consequences.

Figure 3

Survey results in all EU countries 2021



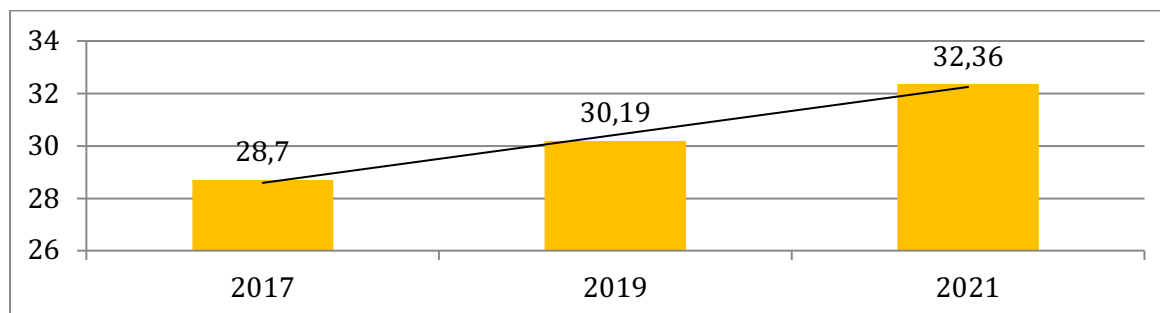
Source: Author’s development.

Figure 3 shows the 2021 survey results. At the end of the year, managers traditionally had the greatest number of skills in the area of professional ethics and employee motivation (6.83), and the least in the area of organizing staffing for innovation activities (6.06), which may be due to an increase in innovation activity during the period of economic recovery in the post-pandemic period. In 2021, 2,550 specialists from 26 countries took part in the survey, which is 4% more than in 2019 and 12% more than in 2017. The greatest attention was paid to the survey in countries such as Germany (346 respondents), France (219 respondents), Romania (216 respondents) and Denmark (212 respondents).

To assess the overall level of self-assessed skills of HR specialists, we will find the average value for the countries of the European Union for each survey. Figure 4 shows the results of this calculation. The following results were obtained for three surveys: in 2017, the average total score for all 5 questions was 28.7, in 2019 this figure was 30.19, which is 5% higher than the result in 2017. In 2021, the average total score was 32.36, which is 7% higher than in 2019 and 13% higher than in 2017. The results obtained indicate that the study itself became a catalyst for some of its participants to increase their level of skills in the issues under study, that is, it led to a demand for knowledge in the relevant area.

Figure 4

Average total indicators



Source: Author's development.

If we consider the general situation for all three surveys, we can determine the average score for each of the areas studied, which is presented in Table 1. Having examined the results obtained, we can see that on average, HR managers gave themselves the highest self-assessment scores for their skills in the area of business ethics and staff motivation (6.66). Respondents rated their skills in working with leaders in teams a little lower (6.28, which is 6% lower than the ratings for skills in business ethics and motivation). Managers rated their ability to organize teams when working on projects at an average of 6.07, which is 9% lower than their skills in ethics and motivation. Respondents rated their time management skills as 5.71, which is 14% lower than the highest score. HR managers gave the lowest rating to their skills in organizing staffing innovations, 5.69, which is 15% lower than the rating that respondents gave to their skills in developing ethical principles in a team and creating a motivating atmosphere.

Table 1

Average survey results

Questions	2017	2019	2021	Average
When working with a team, I always manage to identify the leader and work successfully with him.	5.95	6.25	6.65	6.28
If it is necessary to introduce innovation, I can form a team in a short time, determine the resources necessary for the team's work, and ensure their timely delivery.	5.4	5.62	6.06	5.69
When working on several projects in our company, I always clearly define the roles of each employee in each project, and I always manage to monitor the distribution of workload in each team.	5.78	6.01	6.41	6.07
I always manage to resolve ethical issues on time. Our company's employees are motivated and efficient.	6.4	6.76	6.83	6.66

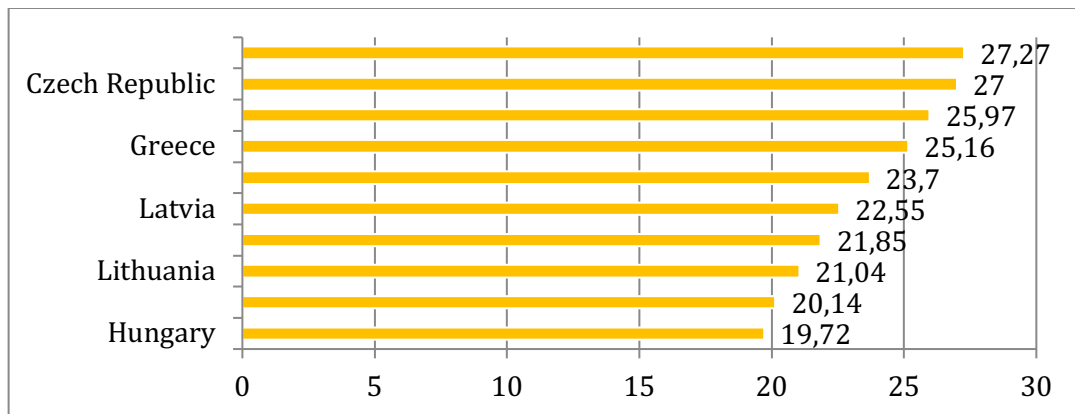
In our company, time management is developed and is constantly being improved.	5.17	5.55	6.41	5.71
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Source: Author's development.

In the process of processing the survey results, total average self-assessment results were obtained for all countries whose representatives participated in the survey. These estimates were obtained by determining the arithmetic average of the total indicators in all five areas for each year studied. The resulting ordered series of data was grouped into three groups with equal intervals based on average total scores. The first group was formed from countries for which the average total score was from 19 to 28 points, the second from 28 to 37 points, and the third from 37 to 46 points. Figure 5 shows the countries in the first group and their results. Since the results of self-assessment are quite low, this means that when developing training and retraining programs for this category of specialists, it is necessary to pay great attention to the economic foundations of training. The group consists of 10 countries, among which are predominantly countries of the former socialist camp, which may further indicate a particularly careful attitude towards the process of advanced training of specialists since they did not have the opportunity to receive a quality education during the initial training of the profession.

Figure 5

Results for the group of countries with low points

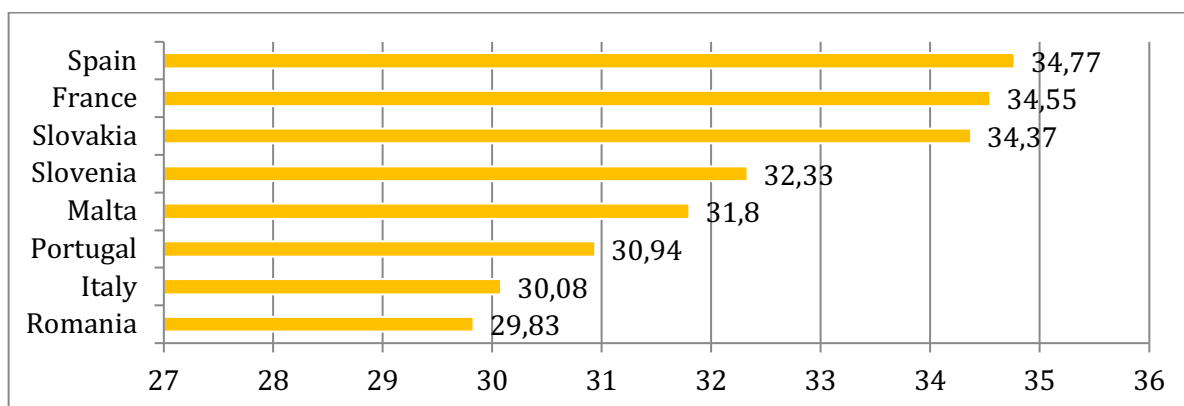


Source: Author's development.

If we consider the group of countries whose scores occupy an average position, it should be noted that they are sufficient, which gives results from 28 to 37 points. In this group of countries, consisting of 8 countries, five countries represent developed economies that have a high-quality economic training system. Due to the fact that the data set is constantly updated for these countries, it is necessary to take this into account when updating existing training programs, both in the main cycle of training specialists for work in human resources management and in the field of advanced training of existing specialists. Figure 6 shows the results for this group of countries, which, when examined, can establish the degree of program intensity for each country individually, as well as for the group of countries as a whole.

Figure 6

Results for a group of countries with sufficient points

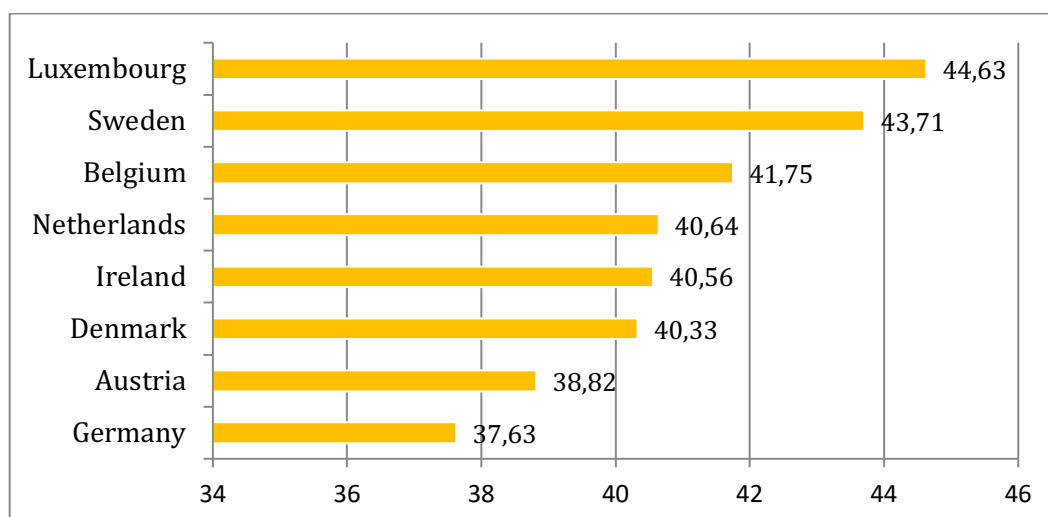


Source: Author's development.

Figure 7 shows the results for a group of countries with high scores, which were obtained as self-assessments of HR managers. This group includes countries with developed economies and consistently high economic results. The training systems in these countries apparently include enough economic training components to allow specialists to gain high self-esteem. Naturally, when self-assessing, respondents took into account the fact that previously acquired knowledge does not always meet real requirements and conditions, which motivates them to continue self-improvement through self-education. For these countries, it can be recommended to bring the economic components of educational programs and programs to improve the qualifications of existing specialists into line with the needs of existing HR specialists.

Figure 7

Results for the group of countries with high points



Source: Author's development.

The presented grouping of countries according to data obtained as a result of an anonymous survey on self-assessment of skills in working with personnel indicates that in countries where more attention is paid to the economic aspects of training managers, there is a higher level of economic indicators, a higher standard of living of the population, and stability.

Discussion

The research that was conducted allows us to determine general trends in the preparation of curricula, training programs, and advanced training for HR specialists. For the entire group of countries

of the European Union, we can consider such a scheme for distributing study time between areas of economic training of specialists. According to the results obtained, 7,281 HR specialists took part in the voluntary self-assessment over three years, of which 2,281 (31%) in 2017, 2,450 (34%) in 2019, and 2,550 (35%) in 2021. Respondents were asked to self-assess their skills in five key HR areas that require a certain level of economic knowledge and management skills.

Since the experts gave the highest scores for the issues of managing business ethics processes and motivating employees, 10% of the training time can be allocated to this area, 15% of the time to studying leadership issues, and 17% of the time to training in personnel management in the context of project activities. The main problem areas according to the results of the study are issues of organizing working time, for which 25% of study time can be allocated to improve skills. The specialists who took part in the study consider themselves to be least prepared in the field of organizing staffing of innovation processes; 33% of training time can be allocated to educational issues in this area. This approximate time positioning can be used when drawing up a pan-European policy document.

As the study shows, the need for such surveys is great, since currently both new managers and managers with many years of experience in personnel management note imbalances in their skills based on economic knowledge. To eliminate these imbalances, and to properly plan the study time of those wishing to obtain the knowledge necessary to work with personnel, similar studies are conducted. As the results of this study showed, interest in such surveys is quite high, which can facilitate the processes of creating and modifying curricula and programs not only in the field of personnel management but also in other areas related to the application of economic knowledge.

Studying the results of recent studies, it was noticed that the diversity of economic training of HR managers is supported by many researchers, such as Chan (2015), Chowdhry, Verma, and Mathur (2020), Conrad (2018), Forbes (2015), Forsyth (2009), and Frey and Osterloh (2013). Furthermore, the significance of organizational culture in sustaining innovation and managing change is emphasized by Frankerberger, de Brito, and Filho (2019) and Hunukumbure, Coon, Allen, and Vernon (2021). Additionally, the integration of psychological and motivational theories in management, as explored by Jung (2014) and Kergel, Heidkamp-Kergel, Arnett, and Mancino (2020), highlights the importance of a holistic approach to HR management. Moreover, the development of heterodox economic perspectives (Lee & Cronin, 2016) and the need for understanding IT economic behaviors in modern enterprises (Lok, 2019) are essential for refining HR strategies. Finally, the role of project management skills, as discussed by Marchewka (2016), is crucial for improving HR effectiveness in contemporary business environments.

The results obtained can be applied in the preparation of state education standards in various countries in the field of training specialists in working with personnel and in the preparation of curricula and programs for various institutions involved in training specialists and improving the qualifications of existing specialists. When drawing up curricula and programs, you can additionally study the skills of the target audience for whom the accounting programs will be designed using the methodology described in this article. Based on the results of private research, modifications can be made to the universal curriculum by bringing the teaching time required to study specific issues following the results obtained in the course of private research. Such a modification can be made by the method of inverse proportionality: the better the skill, the less time it takes to update it, and the lower the skill is rated, the more time it takes to increase the level of this skill. Such modifications are possible both for large audiences and as part of individual work, which is especially useful for self-education.

The described research technology allows us to move to wider limits of its implementation. The article presents a very narrow scope of the survey since it was conducted to study the opinions of volunteers about their own skill level. Expansion of the study can be carried out by involving a much larger number of specialists in the study and creating a system of external assessment, similar to the presented self-assessment.

The conducted research provides a certain basis that can be expanded by increasing the base of independent self-assessments. Expanding the base of results can be used both to clarify existing generalizations and to segment them to obtain more specific conclusions. A possible expansion of the study could be the introduction of an additional criterion, such as the respondent's work experience in the field of personnel management. The introduction of this or another additional criterion will make it possible to obtain the data necessary for a more detailed study of the problem of the economic component in the training of specialists for personnel management. The problem of economic training of personnel specialists requires further development. The presented layout of the distribution of study time between various areas of specialist training can be clarified both for each group of countries and for each country separately.

Conclusions and Implications

A more careful approach when planning educational activities in the training of HR managers, especially when forming the economic component of training, will make it possible not only to obtain higher economic results but also to increase the level of self-esteem of managers. Having analyzed the results of the self-assessment of specialists, it was revealed that the level of self-assessment as a whole based on the results of three years and based on the results of representatives of 26 EU countries, the quality level of training of HR specialists varies in different countries. Based on the average total self-assessment results for the five main areas of activity, three groups of countries were formed. The first group of 10 countries (38%) requires a thorough review of existing curricula and programs to streamline and expand the economic knowledge that HR specialists learn both during initial training and during retraining. In the second group of 8 countries (31%), specialists with a sufficient level of training, based on the results of self-assessment, can make adjustments to curricula and programs, focusing on the system of advanced training for existing specialists in the field of human resources. The third group from 8 countries (31%), whose specialists have a high level of qualifications when working in various fields of activity in the process of personnel management, can make minor adjustments to curricula and programs to comply with the economic knowledge acquired by specialists in the process of training or advanced training, caused by changes in economic conditions.

Having examined the results obtained, it should be noted that the process of improving the economic component of training specialists in the field of personnel management requires constant monitoring and adjustment, which is caused by objective processes in the economy.

Suggestions for Future Research

The authors of this study believe that the scaling of this survey is important; it can be extended beyond the European Union; the research can be applied both within a country and within a company or group of companies. Similar research can also be conducted by the authors of advanced training courses for HR managers specifically for each group of people who want to improve their professional skills. Such research and the application of their results in the training and retraining of HR managers will lead to an increase in the level of economic knowledge among specialists, which in turn will improve the financial results of those companies or countries, where these managers work.

Using the example of general results over three years of research, a scheme for the distribution of training time in a unified European program for training specialists in human resources was proposed. It was proposed that 10% of the training time be devoted to training in terms of business ethics and ways to motivate staff, 15% of the training time be devoted to the formation of personnel support for project activities in the company, 25% of the training time to time management, and the largest part of the time (33%) to work on improving the skills of staffing the innovative activities of companies.

The presented study is a modest attempt to explore the possibilities of forming future curricula and programs for the training and retraining of specialists working with personnel, to maximize coverage of all areas of economic activity of specialists.

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