

THE ROLE OF HUMAN RESOURCE MANAGEMENT FOR FOSTERING HIGH-QUALITY RELATIONSHIPS AT WORK

MATEJ ČERNE

University of Ljubljana

TOMISLAV HERNAUS

University of Zagreb

SAŠA BATISTIČ

University of Tilburg



Volume 8, Number 1 of the Dynamic Relationships Management Journal (DRMJ) is about the role of **human resource management for fostering high-quality relationships at work**, without a particular editorial focus or planning on this matter. The papers accepted for publication in this issue simply came to revolve around these challenges. This indicates that 20 years after the passing of the ‘father of the Slovene take on organization theory’ prof. Filip Lipovec, issues related to organization studies are very much related to effective human resource management. In this editorial, we would like to highlight continued focus of the journal on **understanding the organization as a set of dynamic relationships between members of a social unit**, which assure the existence and development of the thus formed social unit and reasonable achievement of the social unit’s goals. By emphasizing this focus, we would like to stimulate further research that takes such a theoretical perspective.

Human resource management, through its practices of employment, training, talent management, performance management and compensation, and retention clearly acts as a key part of the basic management process. Through socialization, high-performance work practices and human resource management systems and practices, organizational goals are being translated to the individual employed at a particular position, with the aim of increasing this individual’s (and consequently the social unit’s) performance. Even more importantly, **human resource management acts as a key enabler of high-quality relationships that lay in the backbone of an evolved organization**; regardless of the

appropriateness and effectiveness of the organizational structure and processes, individuals and interactions between them are what makes the difference. Their interdependence, trust, effective communication and reciprocal exchange enables the occurrence and continued strengthening of relationships between them, benefiting themselves and the organizations.

The papers in this issue address some of these topics. The first one, by Anamarija Cijan, Lea Jenič, Amadeja Lamovšek and Jakob Stemberger, looks at how **digitalization changes the workplace**. Their paper specifically focuses on job satisfaction, work/life balance, and worker autonomy as three under-researched areas of work context in relation to digitalization. Their research is based on an online survey of 98 working professionals across industries and disciplines, and their findings help managers better understanding the importance and the effects of the digitalization to eliminate its risks and increase its potentially favorable effects.

The second paper is written by Ferry Koster and Deimante Gutauskaite. This article discusses the relationship between **human resource (HR) practices and organizational commitment**, exploring the role of national culture in this relationship. The authors investigate two cultural dimensions of Hofstede’s model, namely (1) individualism and (2) power distance. Based on the theoretical notion of HR-cultural fit, they argue that the effect that these two cultural dimensions affect how the HR practices autonomy and skills enhancement affect commitment. They test their hypotheses using data from employees in 25 European countries. Using multi-level

modeling, they demonstrate that the link between autonomy and commitment is moderated by individualism and that the effects of both autonomy and skill enhancement are moderated by power distance.

Third paper included in this issue, by Andrijana Ristovska and Ljupčo Eftimov, studies the **“brain drain” phenomenon** in the Republic of North Macedonia, examines its positive and negative impacts, and its **effect on the development of human resource management**. Their research, which covered 1400 respondents from a target group of young people, aged between 15 and 29, begins by providing answers to questions about the extent to which “brain drain” is present in Macedonia, the characteristics of the people who tend to leave the country, the pull factors that attract them to go abroad and the push factors that stimulate them to leave their own country, and the impact of human resource departments on the retention of staff and on recruiting staff back to the country, analyzed on the basis of an additional survey conducted among 10 human resource managers in large Macedonian companies.

Paper number four, prepared by Stojan Debarliev, Ezeni Brzovska and Aleksandra Janeska-Iliev, investigates possible factors that might affect the **specific dimensions of firms’ HR branding**. Research among 330 working professionals focused on employer branding, internal branding, and total rewards in relation to demographics of respondents (age, gender, and educational level), firm characteristics (size, industry sector, and ownership origin), and professional characteristics of respondents (job level position and customer contact level). The results indicate that HR branding dimensions are affected by respondents’ job level position and customer contact level. Their study has clear implications for how organizations should go about setting up and emphasizing different aspects of HR branding.

Finally, the fifth paper included in the issue, authored by Tatjana Ivanović and Mimoza Bogdanoska Jovanovska, looks into **individual and social aspects of global human resources staffing**. Specifically, their conceptual paper ascertains, summarizes, and explains specificities of staffing in an international

context, theories dealing with global staffing, and basic approaches to the staffing process in order to identify various determinants which may affect the process of choosing an appropriate staffing policy in multinational companies, i.e., the decision-making process about staffing of global managers in an international business environment.

The DRMJ will continue on publishing interesting research on relationships management and organizational themes, adding our understanding to the formation and maintenance of formal and informal relationships, structures and processes within and across individual, group and organizational levels. On the basis of a current uptake in submissions to the journal, which is likely a result of the journal’s recent inclusion into the Scopus database of indexed academic journals, we will continue striving towards even higher quality level of published papers. We welcome new submissions, and have further strengthened and restructured the editorial board in their expectation.

Matej Černe, Tomislav Hernaus, and Saša Batistič