

FOREIGN PRACTICES FOR HR STRATEGY IN EDUCATION SYSTEM

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Abstract. *Human resource (HR) strategy in the education system plays a central role in ensuring the efficiency, competitiveness, and sustainability of educational institutions. In recent decades, many countries have developed innovative approaches to managing teaching staff, administrators, and support personnel. By analyzing foreign practices, it becomes possible to identify advanced tools and mechanisms for enhancing human capital in education, which can later be adapted to local contexts.*

Keywords: *human capital in education, recruitment, motivation, career development, education.*

1.Introduction

The quality of education is highly dependent on the effectiveness of HR strategies. In the global educational space, countries have been seeking innovative solutions to improve recruitment, motivation, career development, and retention of professionals. International experience demonstrates that well-structured HR strategies directly affect teacher performance, student outcomes, and institutional reputation.

Deloitte's Global Human Capital Trends 2018 [2] study found that more and more companies are reviewing legacy systems and considering personalized, flexible, and comprehensive employee incentive systems. The 2021 study results further reinforced these findings, revealing that over 54% of executives intend to rethink their incentive programs within 1-2 years [3].

Engagement is often viewed as a higher level of loyalty. There are no definitive definitions of these concepts. Some scholars define loyalty as devotion to the company. Loyalty is "employees' commitment to a company, their approval of its philosophy, strategic goals, and the means to achieve them, and a positive attitude toward the organization that leads them to favor it over competitors" [4]. Engagement is a higher level of dedication to the organization, where employees strive to perform their work to the best of their ability and are absorbed in it. Engagement transforms employees into more than just high-quality workers; they direct all

their efforts toward finding new ideas to optimize their performance, possessing a relatively high level of self-discipline, self-learning, and self-motivation.

Levels of employee loyalty and engagement directly impact organizational performance. Engaged employees bring significant economic benefits: increased revenue, reduced reputational losses, and enhanced competitiveness. According to research by the American public opinion polling institute Gallup, companies with highly engaged employees are 8% more effective than their competitors with low engagement, and organizations with highly engaged employees have profitability rates that are nearly twice as high [5]. Furthermore, organizations with highly engaged and loyal employees are characterized by lower turnover, higher discipline, lower injury rates, and superior customer service.

2. Analysis and results

Experts from the ADP Research Institute have identified significant differences in staff engagement between countries. In 2018, the United Arab Emirates and India showed the highest engagement results, while China and the Netherlands had the lowest rates [6].

Americans have always been considered leaders in the field of effective business. It was in the USA back in the 1960s that the foundations of corporate culture were developed, in which special attention was paid to non-material ways of influencing employees. In addition to the standard remuneration system for exceeding targets and other achievements, companies pay employees (sometimes their family members) for health insurance, participation in various professional development programs, offer flexible social packages, organize corporate events, etc. Recently, Well-being programs, well-being programs, have been widely developed, which are an effective tool in the field of personnel retention in the organization.

The researchers note that there are differences in preferred benefits from companies in different countries. For example, in France, employees pay great attention to such aspects as free or flexible working hours, medical insurance at the expense of the company, assistance in paying off loans or penalties. For Japanese people, relationships in the team and with management are very important for the formation of employee engagement, since people often get a job in a company for a long period, sometimes for life. At the same time, firms undertake obligations to train employees and their children, provide the best employees with interest-free housing loans, etc. In China, great attention is paid to encouraging the best employees, while staff turnover in Chinese companies is very low. For example, at Tetra Pack China, particularly distinguished employees are rewarded with greeting cards from their immediate management.

Let's look at the experience of some foreign companies where there is a high level of staff involvement.

Google has long had a reputation as one of the best companies to work with, and it has gained such an image in just 10 years [7]. Having officially emerged only in 1998, Google today indexes information in 130 languages. In Russia alone, the company's revenue for 2021 amounted to 144.4 billion rubles, and in the world it exceeded 200 billion US dollars [8]. The company's profit growth rate averages 10% per year. For several years in a row, Google has been-

She headed the ranking of the best companies to work for, published by Fortune [9]. Google's success is largely determined by the fact that "Google is, first of all, people" - the company's slogan. Google's employee support is impressive: These include free meals, sports facilities, and the opportunity to receive medical care directly in the office, as well as compensation for professional development and education costs, as well as payment to the family of 50% of the deceased employee's salary for 10 years. In addition to various social benefits, the company pays great attention to the organization of working hours and workspace.

In 2018-2020, the first place in the ranking of the best companies to work for belonged to Hilton [9], which provides its employees with the following benefits: remote work opportunities, childcare subsidies, shorter working weeks, paid leave, compensation for tuition or loan repayment, a fitness center on the company's premises, a medical facility on the company's premises, medical insurance for full-time employees and for part-timers.



Hilton CEO C. Nassetta, who took office in 2007, identified the creation of a new Hilton corporate culture as his main goal, and he succeeded. The company has about 430,000 employees worldwide, and development continues. One of C. Nassetta's main goals was to

improve benefits for a wide range of company employees, from maids to HR managers. In 2018, Hilton expanded its parental leave policy to guarantee 12 weeks of paid leave for new mothers and 4 weeks for fathers and foster parents. The company also partnered with the startup Milk Stork, which allowed team members to deliver or carry breast milk for free on business trips. Hilton employees, regardless of their position, have the opportunity to buy shares in the company, as well as enjoy a travel program that allows team members to become customers themselves in locations around the world at discounted prices.

In 2021-2022, Cisco, an information technology company, took the first place in the Fortune ranking [9]. The company employs more than 37,000 people, and 96% of them say that it is a great place to work, compared with 57% of employees of a typical American company [10]. The following results of the study of engagement in this company are given:

- 98% agree with the statement "I'm proud to tell others that I work here";
- 98% agree with the statement "When you join a company, you feel welcome";
- 97% believe that management is honest and ethical in their business practices;
- 97% claim that they can leave their jobs when they deem it necessary.;
- 97% answered in the affirmative to the question: "I like how we contribute to the community."

The main idea of Cisco is to achieve a combination of the needs of the company and its participants. Cisco's culture is a combination of leadership guidance and employee initiative. Today, the company adheres to the Well-being concept. Management offers its employees a wide range of benefits and preferences, grouped into the following groups: financial well-being, Perks, Personal Development, Health & Wellness, and Charitable.

Cisco offers decent financial compensation, reimbursement of tuition fees, a program for employees to purchase shares, annual bonuses based on work results, support for the birth of children, medical insurance, paid leave, fitness and health centers, and much more. The company encourages communication at all levels, constantly informs employees about the company's vision, mission, strategies and goals in order to ensure a common development orientation and provide people with the necessary information for decision-making. Meetings with colleagues are organized periodically. Employees are provided with a free schedule of work, including remote and part-time employment.

Publications on this topic also often cite the example of Zappos (an online shoe store later purchased by Amazon), which considers adherence to corporate culture to be the most important factor in the formation of staff engagement [11]. The company strives to hire and retain employees who share its values, whose main goal is not to receive a salary, but to realize

their potential and develop the company itself. The selection, hiring, and adaptation processes are quite lengthy and multi-step, and those who did go through them were subject to subsequent checks. Thus, the company hired employees with great potential for engagement, involving them in teamwork. In such organizations, employees are usually well informed about the company's strategy and goals, and they are generators of ideas for improving its work.

Employee participation in the process of continuous improvement of the organization is currently a popular method of increasing engagement. One of the many examples is the Enter IMAGO project, in which a special section was created on the corporate portal where each employee could make suggestions for improvements [7]. This idea, of course, is not new, and was laid down as part of the development of the theory of production organization and lean management technologies. However, at Enter, the organization of this method was quite original, because a gamification system was used: the employee who proposed the most effective idea became the project leader in terms of implementing the idea. Every six months, the company's employees who scored the most points were rewarded with a paid trip. It should be noted that increasing engagement by involving employees in changes and management also contributes to improving the socio-psychological climate in the team.

As noted by the American economist K. Hendricks, one of the founders and executives of ABC Supply, "if you put people in the company first, then these same people will put customers first" [12]. In his interactions with employees, he sought to be on equal terms with them, emphasizing the need to treat employees with respect, and created a culture in which people felt supported, appreciated, heard, and respected. It should be noted that ABC Supply is still a successful business today.

There are quite a few similar examples today. Nevertheless, according to the McKinsey & Company consulting company, in 2021, a record number of employees left the United States on their own. The same trend is observed in other Western countries. A study conducted by McKinsey in five countries (Australia, the USA, Canada, Singapore, and the United Kingdom) showed that more than 40% of respondents are considering quitting in the next 3-6 months [13]. It should be noted that the main reasons for dismissal are not the search for higher wages or additional material benefits, but the feeling that employees are not appreciated by their superiors and the company, as well as the fact that employees do not feel part of the company and do not feel cared for by it.

Thus, it is obvious that for the effective operation of the company, the formation and maintenance of loyalty and engagement, the main focus of personnel management in modern business should be directed at the individual, creating an environment for achieving satisfaction

that allows the employee to thrive and reach their full potential for the benefit of themselves and their organization.

3. Conclusions

The conducted research has shown that companies that pay attention to the well-being of employees when forming their EVP (Employee Value Proposition) are more successful. In the end, it turns out to be more profitable to take care of how comfortable and well an employee feels inside and outside the workflow than to focus solely on contractual obligations and the provision of various benefits.

Foreign practices demonstrate that successful HR strategies in education systems are multi-dimensional, combining recruitment policies, training, motivation, and career development. While no universal model exists, adopting and adapting the most effective elements from international experience can significantly improve the quality of education. For developing countries, studying such practices offers valuable guidance for building sustainable and innovative HR frameworks that strengthen human capital in the educational sector.

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