

# Globalization, human resources and the increase of their potential in relation to sustainable development in regions

*Globalizace, lidské zdroje a růst jejich potenciálu v souvislostech trvale udržitelného rozvoje v regionech*

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**Abstract:** Globalization can be understood as a process changing the very essence of modern human civilization, penetrating all its spheres and currently manifesting itself mainly at the economic level. One-sided profit targeting, often just with short-term efficiency, leads to discontinuity changes and imbalance and not only in the economy. We can see operating at the same time breaks in the rules of nature, particularly in atmosphere protection, and contradictions between economic growth and sustainable development. The worldwide process of globalization is also accompanied by a process of localization. Here it is possible to observe differences between the newly emerged global culture and specific cultural traditions in regions. Global civilization changes interfere with the development of particular regions. Flexible and appropriate responses can be provided on condition human potential is developed. It can fully develop in all creative approaches only after the accomplishment of personal development and lifelong education. The quality of human resources is also related to the acceptance of the values of sustainable development and to creating personal identity with strong roots in traditional culture as well as maintaining regional specificities. For the management of human resources it is necessary to anchor the effort of human capital cultivation in business culture.

**Key words:** globalization, sustainable development, regionality, human resources management, human potential development

**Abstrakt:** Globalizaci lze chápat jako proces měnící samotnou podstatu moderní lidské civilizace, pronikající do všech jejích sfér, v současnosti se projevující prioritně na úrovni ekonomické. Jednostranné nasměrování zisků a často jen s krátkodobým efektem vede k tomu, že dnes už nejen ekonomika je náchylnější k nečekaným výkyvům a diskontinuitním proměnám. Zároveň dochází k narušování zásad ochrany přírody i atmosféry planety a k rozporům v rámci ekonomického růstu a trvale udržitelného rozvoje. Celosvětový proces globalizace je současně provázen procesem lokalizace. Vystupují zde rozdíly mezi nově tvořící se globální kulturou a specifikou kulturních tradic v regionech. Globální proměny civilizace, provázené procesy diskontinuitních změn neúprosně zasahují do vývoje jednotlivých regionů. Pružnou adekvátní odezvu lze zajistit za předpokladu rozvinutého lidského potenciálu. Tento se může rozvinout plně ve svých tvůrčích přístupech po průchodu procesem osobnostního rozvoje a celoživotního vzdělávání. Kvalita lidských zdrojů souvisí i s přijetím hodnot trvale udržitelného rozvoje a vytvořením identity osobnosti s pevným vnitřním zakotvením v kořenech vlastní kultury a uchováním si vlastních regionální specifik. Pro řízení lidských zdrojů je nezbytné zakotvit práci s lidským kapitálem v podnikové kultuře.

**Klíčová slova:** globalizace, trvale udržitelný rozvoj, regionalita, řízení lidských zdrojů, rozvoj lidského potenciálu

## INTRODUCTION

Globalization can be seen as a process changing the very essence of modern human civilization, penetrating all its spheres and currently manifesting itself mainly at the economic level. In relation to this, we need supranational political integration related to the creation of institutions that would in turn create a regulation framework for the global economy according to ethical and environmental rules within a sustainable development framework.

Only this process can stop the negative globalization trends related to the key roles of supranational firms and

their monopoly practises in the world market that logically bring possible misuse of their economic power in politics and consequent ignorance of ethical and social problems in global as well as regional terms. One-sided profit targeting, often with just short-term efficiency, leads to discontinuity changes and imbalance and not only in the economy. It is related to breaking the laws of nature and environmental protection including contradictions between economic growth and sustainable development.

Again and again, there appear in both regional and worldwide systems examples of global processes which use up unrenovable resources and destroy natural sys-

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tems at all levels. Economic globalization actually accelerates the creation of global economy regulations, ethical and planetary binding ecological rules, however, this process is very slow.

There are many aspects to globalization. Uniting the world into one common complex: unity is one, and diversity, revealed during this uniting process, which should be preserved, is another. Here it is possible to observe the differences between the newly emerged global culture and specific cultural traditions in regions. The worldwide process of globalisation is also accompanied by a process of localization.

Regions will in the future be the places of decisive conflict because both present and future development of regions is unthinkable without worldwide globalization trends and their influence.

Global civilization changes accompanied by discontinuity changes will necessarily interfere with the development of particular regions. Developing potential will depend on flexible responses in regions. Flexible and appropriate responses can actually be provided on condition that human potential is developed. It can fully develop in all creative approaches only after the accomplishment of personal development and lifelong education.

## OBJECTIVES AND METHODOLOGY

The management of human resources and their potential is studied using the "theory of reliability", which is a highly effective method based on broad knowledge of the environment (the global space of the planet, the biosphere in relation to sustainable development, region), object (business culture) and subject (human capital and its creative potential). Description of the environment, as object and as subject, is related to current effort towards human capital cultivation. Using analogy, analysis, synthesis and a large number of available materials we summarized new approaches to the management of human resources in these three aspects. Attention was focused on the selection of new methods for studying human potential. The TBSD test (1992) seems to be very significant. It is an innovation in Czech psychological diagnostics. Using TBSD, it is possible to evaluate the hierarchy of conscious and unconscious aspects of human potential. It can at the same time be used for analysis of interpersonal relationships and business culture.

## RESULTS

We know that the profits of the globalized economy flow to the countries of the rich north via the supranational corporations and this one-sided profit targeting deepens the obvious gap between the rich North and poor South. The rich countries are receding from the poor ones more than ever before.

The IMF analyses the distribution of wealth in its official materials similarly. Chomsky (2000) claims that today's Europe is divided into two parts. The division of Europe started already in the 15th century when the developing west started using the east as a "service area". In Europe, the first "third world" appeared which provided raw materials, a cheap work force, markets and new investment chances. The dividing line was not much different from the "iron curtain" of the 20th century. There was some development in the East but mostly according to the same scenario as in the third world: foreign ownership was more common and the home elite was slowly westernised.

The question of "divided" Europe is also the question of a "divided" world. Who is profiting from this fact is obvious; those who dominate in the top industrial fields: investors, lenders and managers – northern elites (for Europe western elites) and southern elites (eastern), who gain extraordinary advantages and privileges from participation in management of global system.

If we do not halt the globalization process in time, we will stay on the periphery of the developing world (or the East of Europe) even despite our possible membership in the EU. A much more disastrous scenario would develop of course, if we do not enter the EU. We would slide down to the level of the states of the real East (Russia, Ukraine and Belorussia).

A long-term perspective shows the need for the creation of supranational political integration and an institution that would build up a regulatory framework of the globalization economy based on ethical and ecological rules of sustainable development. In connection with this, we could mention a significant process running in globalized EU, where, during more intense uniting of European countries, activities are focused on regions. The first aim in the next period of development should be assistance to backward areas, sustainable development, education and employment policy. An optimal globalization process in Europe should lead to internally balanced and strong partnerships; it means without either weak parts or "opening scissors" both among all regions and inside them.

The EU maintains the proper function of regions according to generally accepted ethic and ecological rules. This process comes from superior institutions that form regulations and norms, presented on a particular level.

If this process is to be implemented, there must be an adequate response from the subordinated subjects and particular level of developing creative human potential and knowledge, that is able to cope with discontinuity changes of present globalization. Lifelong education will be necessary to cultivate human resources and potential. And each individual must go through a process of self-knowledge and self-development.

Here we should emphasize the significant position of universities in lifelong education. The last important period of human brain development comes around the age of twenty-one. The human being is an open, constantly

developing self-regulating system that is determined by its cultural context.

The management of human resources and its external and internal conditions belong among the best-studied objects (the second essential aspect of the theory of reliability) in our positivist-scientific world. The question of technique and technologies is mainly linked to closed systems. If we try to influence our environment using the objectivistic approach we usually use in open systems such as biosphere, it leads to crisis or discontinuity changes. In the interspace of objects, the objectivistic description is not sufficient.

According to the resource approach the quality of knowledge and the learning process increase the efficiency of human resources. If we stop considering man only as workforce exactly obeying orders and we will see each personality as a human potential then we must state that human being is an open, constantly developing and self-regulating system, that belongs to the biosphere because it functions according to its rules.

A human being which does not stop the process of constant self-knowledge and self-development can explore his/her own individuality within the process of individuation (Jung 1994). The apex of this individuation process is an understanding that each individual is a part of a complex whole called the planet biosphere. The more experience each individual gains during this process of self-exploration and accepting his/her own individuality, the more he or she is aware of the fact that each individual is a part of a world wide complex whole, that is ruled by natural and universal rules. Man and his activities can be in tune with these rules leading to harmony and entropy decrease (sustainable development) or he can cause disharmony, crises and disasters (Arnold 1987).

Yet man is also a part of a human society that produces culture. And the cultural aspect of the management of human resources is an almost unexplored continent for us but if we use a resource approach we cannot avoid it. According to Nový (1996), culture is a human product and man is understood as the opposite, contrasted to nature. It contains everything that man transformed or created within the course of generations and it coexists with nature, but they do not penetrate each other. Cultural works are of a material character as well as a spiritual character such as relationships, literature, religion and ideas. Figuratively speaking, culture is the collected experience of a particular social group.

Today's global culture has the original Anglo-Saxon, now American features typical for its extreme individualism leading up to alienation (Metzner 1992). This alienated global culture (in a way separated from most ethnic values) denies all generally accepted laws; on the contrary it encourages the short-term profit. Of particular importance is the fact that an individual needs to belong to a specific social group and to be aware of his or her roots in this world. Here in the interspace of objects comes the importance of business culture as a part of the management of human resources in regions, because it

is related to the process of education and human potential development. The quality of human resources depends on knowledge and on how the culture of region penetrates the business culture and the management of human resources. It is necessary to protect the entity of an individual – his consciousness and unconsciousness – from the shallow and commercially manipulating global culture. The better concord between the conscious and unconscious hierarchy of values the higher efficiency of personal potential and its possibilities. This attitude to business culture is new and not elaborated.

## DISCUSSION

According to NOVÝ (1996), the 'culturelogical' conception of enterprise in relation to the management of human resources has not been commonly used so far. Yet the complex globalization of economic processes creates new conditions for new departmental management systems but mainly it changes the social role of a manager – his professional, social and intercultural competence. Systematic business culture cultivation, meeting other business cultures or even national cultures will become more and more a part of manager's work. Even Armstrong (1999) states that within the globalization process the importance of creative human potential and consequently human resources management and development is rising.

Generally all experts agree on the rising importance of the creative human potential, the management of human resources and 'culturelogical' approaches in the globalization process. The acceptance of sustainable development is also sometimes being related to the quality of human resources. We chose one opinion from a number. Leading Czech sociologist Keller (1995) said: "The problem of sustainable development and life will not lie only in solutions to economic and technical problems. New possibilities and conceptions can be found in economic or technical fields using highly effective computers, new technical equipment and technologies. But the decisive moment for the maintenance of sustainable life is the incorporation of this philosophy together with sociological and psychological aspects into politics, economy, management and so the management of human resources."

## CONCLUSION

If we do not catch the globalization process in time, we will stay on the periphery of the developing world. This way is related to supported education, as well as human potential cultivation and the development of the management of human resources. We cannot see human individuality only as a workforce exactly obeying orders but we should reach the higher level of leadership and human capital cultivation.

We should concentrate much more on personality development than on professional development. This way leads through the process of self-knowledge and self-development, which support self-regulation tendencies in personality as an open living system belonging to the biosphere and maintaining sustainable development in a region. It is necessary to create a personal identity with strong roots in traditional culture as well as maintaining regional specifics. Business culture can help us to cultivate human potential in the management of human resources.

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