

The Main Conditions for the Emergence of Personnel Management. The Origin and Development of the Science of Personnel Management. Specificity of Management Activities

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Boarding school young biologists and chemists named after Abu Ali Ibn Sina

Abstract: Human resource management is the theoretical and practical direction of the scientific knowledge that is responsible for staffing a company. To understand the internal content of this industry, it is necessary to analyze its evolutionary development. This is because the history of personnel management allows us to consider all the main stages of its development, identify existing approaches to understanding it, identify the main advantages and disadvantages of a particular model to extrapolate positive experience to modern conditions. This article presents the interpretations of classical and modern schools of personnel management.

Keywords: Periodization of Personnel Management Schools, School of Scientific Management, School of Administration, School of Psychology and Human Relations, Quantitative School, Discipline, Initiative, Corporate Spirit

I. Introduction.

The roots of the modern personnel management system go back to ancient times, when labor relations first appeared - between masters and their students. Craftsmanship is the most primitive stage in the development of the industry, characterized by the organization of existing labor activity, its remuneration (usually not expressed in money), work schedule, as well as control over labor activity and results achieved.

However, this model of personnel management only serves as a prototype of the modern system.

At present, HR specialists distinguish the following historical schools by chronological stages of existence:

- 1885-1920 - School of Scientific Management;
- 1920-1950 - administrative school;
- 1950-1970 - School of Psychology and Human Relations;
- 1970-1999 - quantitative school;
- 2000 - today - the modern era of personnel management.

School of Scientific Staff Management

For the first time, the idea of a scientific approach to personnel management was put forward by Frederick Taylor. His focus was on dynamically increasing productivity by changing the psychology of both entrepreneurs and their employees.

Taylor developed 4 basic principles of business organization:

1. careful approach to the implementation of each element of the work tasks, taking into account the application of scientific knowledge;
2. thoroughness in the selection of staff, their training and development of professional qualities and abilities;

3. close cooperation with all employees of the organization in accordance with the established rules and internal labor regulations;
4. equal distribution of functional duties and responsibilities among all employees of the enterprise, including management, middle managers and employees.

At the same time, Taylor highlighted the following ways you can achieve business rationalization:

- selection of individual components from the whole set of production processes;
- use of personnel management as a factor of production;
- division of labor in human resource management;
- perception of production process planning as a specific management function;
- centralization of means, conditions and methods of labor activity;
- hierarchical subordination system;
- close coordination of administrative positions and staff;
- application of instructions;
- focus on science-based rules and norms;
- the introduction of such a wage system that encourages product growth.

However, in practice, many goals have been achieved, in particular the cooperation between the management team and the working group, with only an equal distribution of functional tasks and responsibilities between them. This was due to the fact that Taylorism paid special attention to the strict subordination of the lower echelons to the leadership, as well as to the technical process that the subordinates had to carry out without regard to their personal interests.

- targeted selection;

- funding selection;
- preparation of selected funds;
- control the achievement of results.

II. Discussion.

In addition, the control function affects not only the final positive or negative results achieved during the performance of all tasks of all subjects of the organization, but also the rational use of labor costs and time.

The Garrington Emerson and Gilbert pair are other celebrities who have developed as human resource management sciences. The first focused on the complexity of solving production organization and management problems, which should lead to increased efficiency of both processes. In addition, efficiency was formed as a ratio and economic result of all resources expended (material, financial, labor, time, etc.).

Gilberts noted that most manual operations can and should be improved using observation, measurement, logical thinking, and analysis skills. To do this, they conducted an experiment, installed video cameras and micro-timers, which greatly complemented the experience of scientific organization of labor activities.

Ford's activities had a major impact on the school of scientific management. By dividing the production process of each product into the most primitive actions, he was able to significantly reduce the cost of production.

Recognizing the need to change the entire management system, Ford put forward the following conceptual principles for the implementation of labor activities:

- accurate calculation of the production process in general and the planning of its individual links in particular;
- accounting and planning of working conditions;
- pre-preparation of all types of resources;
- constant search for ways to improve production.

In general, we can say that the scientific school has given a new impetus to personnel management and played a decisive role in the emergence of this field as a science.

However, many tasks were not fully accomplished, which predetermined the transition to the next stage in the historical development of HR management.

School of Personnel Management

The most famous person in the history of the emergence and formation of personnel management as a field of scientific knowledge is Henri Fayol, who identified the creation of these management principles and functions as the main goal of his direction, using which the organization can achieve the desired results.

Fayolle identified 14 universal principles that need to be built to build effective and efficient governance. These include:

- division of labor;

- the existence of a power in a subject who is able to set tasks and is responsible for the final unit (the final tasks are determined by only one person - the leader, who is also responsible for the results);
- power unit;
- performance results;
- discipline;
- the supremacy of the common good over the individual;
- incentives and remuneration of employees;
- centralized character;
- the need for a relationship between the manager and subordinates;
- strict internal order;
- equality of all members of the organization;
- staff stability;
- initiative;
- corporate spirit.

At the same time, Fayol understood: although the activities of any organization should be based on these principles, they should be used with specific conditions in mind.

In addition to the file principles, the management process in the organization was considered as the following set of features:

- planning;
- organization;
- management;
- coordination;
- management

Within the School of Administrative Management, a scholar like Max Weber can be singled out. He was the first to develop and propose a theory of bureaucratic organization based on the following conceptual elements:

Such a system of management, including personnel organization, should ensure speed, accuracy, order, precision, continuity, and predictability.

At the same time, the school of administrative management did not consider the employee as an independent link in the whole chain. In addition, today the result of labor activity does not affect the status of an individual employee and the amount of his material salary. In many ways, the key factor is the position of the employee. And this, in turn, had a negative impact on the organization's results.

School of Psychology and Human Relations

From the 50s of the twentieth century, the history of the development of personnel management took a completely different direction than before. Elton Mayo and Mary Parker Follett first began to focus on a particular employee and his or her relationships with other employees throughout his or her career.

Representatives of this direction of personnel management development, in addition to material work, identified a diametrically opposite factor that affects the results of labor

activity - the social conditions and the relationship between all members of one organization. This predetermined the need for management to create a comfortable psycho-emotional environment in the team, to trust the workers and to understand that they should not be required to perform their duties negligently.

In this regard, the role of the leader changes: he ceases to be the sole source of official authority and usually becomes the leader of the team he recognizes.

In addition, the implementation of directives goes into the background. Instead, the focus is on solving problems according to the context.

These ideas, expressed by representatives of the School of Psychology and Human Relations, have become widespread in the practice of HR professionals.

Quantitative school of personnel management

The main purpose of the quantitative school of personnel management is the need to apply the methodology of specific disciplines in management processes, that is, to apply research methods to the operational problems of the organization.

- something problematic was identified;
- an existing situation model is being developed;
- the variables are given quantitative values.

This approach allows for an objective comparison and description of each variable, as well as a quantitative determination of the relationship between them. The most important results of the existence of a quantitative school include models for assessing the socio-economic effectiveness of personnel management, motivational models, and others.

The modern era of personnel management

The current approach to personnel management can now be described as unified, as it embodies the key positive features of all schools.

Today, quantitative indicators are actively used, taking into account the scientific approach, as well as the interests of each employee. At the same time, all of the above facts are organically combined with adherence to the unique corporate spirit of the organization. To this end, managers and middle managers organize joint activities to form a team.

At the same time, modern reality requirements, which provide for the active introduction and application of software-targeted planning and management technologies in all areas, require a shift from cost management to results management. These changes also apply to the field of personnel management. The transformation has particularly affected the trade sector. This means that now every employee must strive to achieve the maximum possible positive results during their employment, depending on the amount of his salary, the possibility of receiving various

incentive payments and bonuses, as well as a single organization. has a direct impact on career advancement within.

At the same time, there is a constant tendency in commercial structures to impose certain sanctions in the form of fines or bonuses for non-compliance with the established plan.

III. Conclusion.

It is also clear that this practice is becoming more prevalent when an employer hires someone who does not have knowledge of the relevant specialty. Typically, this applies to positions such as sales manager, merchandiser, HR specialist, advertising manager, and so on. In such cases, more attention is paid to the internal qualities of the potential employee, in particular, activity, dedication, resilience to stress, aspirations and desires for study and work. This is because today, large companies are organizing master classes, seminars and trainings for their professionals, which are aimed at professional development of employees, their professional development and personal growth.

Particular attention is paid to the development of the corporate culture of the organization, which is established and supported by all models of behavior of members of the company. It includes the adopted leadership system, methods and techniques for resolving conflicts and problematic situations, both among employees and in relations with customers, the position of each entity, and so on. Corporate culture consists of the organization's symbols, slogans, prohibitions, and some rituals. This approach allows you to build relationships with potential customers and consequently increase your profits and reputation, which has a positive impact on the financial condition of the company itself and its employees.

Thus, the personnel management system has now gone through a long period of formation and development. And it is at a very high level due to a careful study of the historical aspects of its formation.

Gennady gathered his thoughts again, then boldly knocked on the door. He was as determined as ever and wanted to make the right decision in his opinion by any means. The point is that Gennady Shirokov, the director of human resources at the Russian-American joint venture, has been fighting the CEO almost non-stop for the past two years - a struggle for salary, because like other directors, his salary appointed by the Eastern European Headquarters of the Partner as a young employee with potential for secondary careers and specialist positions.

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