

Assessment Of The Place And Role Of Personnel Management In The General Management System Of The Organization

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Summary

The article assesses the role of the human factor in management, analyzes the personnel policy, as well as the style and methods of management at the enterprise. The purpose of the article is to study the place and role of personnel management in the general management system of an organization. Particular tasks of the research have been solved: the place and role of personnel management in the system of general management theory have been determined; determined the place of personnel management in the system of modern sciences.

Key words:

management, management system, organization, general management.

1. Introduction

Personnel management as a branch of knowledge includes management theory and its implementation in practice. Human resources are a key factor in the effectiveness of socio-economic development. At present, the dynamics of economic development leads to the fact that organizations are forced to constantly raise the level of development in order not to be left out of business in the face of increasing competition and saturation of all branches of activity [12].

Thus, taking into account the above, the study of the role of the human factor in management, the analysis of personnel policy, as well as the style, management methods at a particular enterprise is quite relevant and requires its consideration.

Personnel management is a complex applied science of organizational-economic, administrative-managerial, technological, legal, group and personal factors, methods and methods of influencing the personnel of enterprises to improve efficiency and achieve the goals of the organization.

The object of study is the organization's personnel management.

The subject is the place and role of personnel management in the general theory of management and in the system of modern sciences.

The purpose of the article is to study the place and role of personnel management in the general management system of an organization.

This goal is answered by the research tasks:

determine the place and role of personnel management in the system of general management theory;
determine the place of personnel management in the system of modern sciences.

2. Theoretical Consideration

Personnel management is the basic course for the cycle of management disciplines. The study of this discipline is based on the previously acquired knowledge of a number of socio-economic and humanitarian disciplines. The proposed science contributes to the deepening of students' knowledge in the field of personnel management of organizations of various organizational forms and forms of ownership, taking into account the specifics of the spheres of labor activity and regional characteristics [7].

The main goal of the science of personnel management is to acquaint us with modern personnel - technologies. To achieve this goal, it is planned to solve the following tasks:

to form an idea of the structure and types of the labor market, types of employment and unemployment;
to acquaint with the methods of planning, recruitment, adaptation, training and assessment of personnel;
help in mastering the skills of planning and organizing personnel work in the organization.

The objects of study of science are individuals and communities of people (formal and informal groups,

professional qualification and social groups, collectives and organizations).

The subject of science is the basic laws and driving forces that determine the behavior of people and communities in conditions of joint labor.

The task is to understand the patterns and factors of behavior and their application in achieving the goals of the organization, taking into account the personal and group interests of the personnel. Ideally, this is the creation of a cooperative organization in which the movement towards corporate, group and individual goals is optimally combined. Let us consider the categories of factors affecting personnel in the labor sphere and requiring consideration when predicting their behavior.

Human Resources Management contains two levels of knowledge.

The theoretical level implies obtaining new knowledge by describing phenomena, identifying patterns, forecasting.

Questions about the transformation of real production situations, that is, the development of specific models, projects, proposals for effective use by personnel.

These two levels are quite closely interrelated and represent the structure of knowledge about personnel management as a science. In addition, the science of personnel management is based on other theories:

Economic (labor market, planning theory, economic methods, economic information (optimization), personnel costs)

Psychological (search, recruitment, selection of personnel, formation of a team in an organization):

theory of behavior (to regulate the norms of behavior that are inherent in our society);

labor psychology (control over the influence of labor on the psychological state of employees, rest regime) [13-16].

Social (ensuring social conditions when working in an organization, social payments, various compensations, etc.):

group behavior (the ability to work collectively, to communicate in a large team, the ability to work and be a team);

psychology of communication (the formation of a favorable environment in the team of the organization, which directly contributes to good communication between employees and employees directly with the employer).

Labor and social law is extremely important in working life.

Conflictology (prevention, smoothing out of conflict situations in the team of the organization).

Personnel - the personnel of the organization, employed and possessing certain characteristics:

qualification;

competence;

capabilities;

installation.

The staff is classified in several areas:

basic (directly implementing production technologies);

auxiliary workers (provide assistance to the main production);

managing employees (professionals, specialists, chief specialists, 1st manager);

technical performers (sometimes there is no higher education);

service staff;

by gender (men and women);

by experience;

by qualification.

The current stage of development of the domestic and world economy is characterized by changes in the requirements for the personnel of the enterprise, the increasing role of this component in the organization as a single system. In the conditions of democratization of society and limited other resources, the well-known motto "Cadres decide everything!" is gaining relevance again. And even if there are sufficient volumes of all the necessary resources, the most successful market strategy cannot be implemented without an effective team, and the continuity and rhythm of business processes cannot be ensured. This motto is becoming especially significant for the Russian economy and production, the lag in the technical and technological component of which is fully compensated for by high professionalism, the ability for non-standard, creative thinking, rich production and management experience, and entrepreneurial activity of the personnel of enterprises and firms. Today it can be argued that the management's underestimation at both the macro and micro levels of effective modern methods of managing the production process is becoming one of the main obstacles in managing the development of the economy. The acceleration of scientific, technical and socio-economic progress, the complication of industrial and interpersonal relations associated with a sharp increase in the role of the human factor, influenced the change in the role of the personnel subsystem in the organization and pushed personnel management to the highest level of management activity.

The main goal of the discipline "Personnel Management" is the formation of theoretical knowledge and skills to build, change, improve the enterprise personnel management system, human resource management technology. This goal determined the range of tasks of the discipline "Personnel Management": determining the place and role of this subsystem in the enterprise management system; analysis of the process of organizational design of the personnel management system, systematization of the goals and functions of the organization's personnel management system; study of the process of providing the enterprise personnel management system with various types of resources; study of the content and technologies of recruitment, selection, business assessment, career guidance, training, motivation, release of personnel, etc. The object of the discipline "Personnel Management" is labor resources in the national economic system and personnel of economic entities of various organizational and legal forms and forms property. The subject of this academic discipline is the process of managing national resources, including the management of

the human capital of enterprises and organizations, including the formation of personnel policy and personnel strategies, the design of a personnel management system, and the development of personnel management technology [2].

The staff of companies is characterized by the least mobility compared to technology, knowledge, capital and raw materials, which can become available almost instantly. But unlike those that wear out in the process of using fixed and working capital, with age, within the limits of its life cycle, human capital acquires experience, skills and becomes better.

In the new economic conditions, the process of personnel management in the organization should be preceded by the development of the concept of personnel management, containing generalized ideas about the essence, goals, objectives, principles, methodology, structure of the personnel management system and technology of personnel management. An enterprise human resource management system is a set of interrelated elements that implement the organization's personnel management process. The central link of the personnel management system is the personnel management service - a subdivision of the organization specializing in the implementation of personnel management functions in the organization. Modern personnel management services differ significantly from traditional personnel departments in their functionality, methodology, principles, operating technology, etc. The personnel department, typical of the Soviet era, carried out mainly accounting or personnel work. Thus, in modern personnel management services, accounting is dominated by mainly managerial activities: management of motivation, conflicts, stresses, employee development, innovations, etc. The essence of the modern stage of personnel management is: assignment of the function of human resource management to the highest level of management of the organization; involvement of human resource management in determining the strategy and organizational structure of the company; participation of all managers at various levels in the implementation of a unified personnel policy; integration of the activities of personnel officers and managers, the constant participation of the former as advisers to managers in solving issues related to personnel in all divisions and at all levels of the corporation; systematic, comprehensive solution of human capital management issues based on a single personnel concept of the enterprise [9-11].

In the second half of the 20th century, modern theories appeared, each of which in its own way tried to explain this complex type of management activity. The whole set of new concepts of personnel management can be combined into another approach of theoretical research in this area - humanistic. This approach contains such theories as human resource management, the theory of human capital, etc. The concept of human resources implies that personnel is the same important production resource as financial, material, technological and other resources involved in the production process, and therefore, an enterprise (organization) in the process of its development can either accumulate or reduce

this type of resource. According to the theory, human capital is the stock of knowledge, skills, motivations available to each employee. Investments of human potential can be: education, professional experience, health protection, geographical mobility, information [6].

Subsequently, the most significant advances in human resources management were achieved in Japanese and American firms. Researchers of personnel management problems have established the main reason for the success of the Japanese management system - the ability to work with people. In its most simplified form, the cornerstone of the Japanese personnel management system is the principles of a single family, lifelong recruitment, an orientation towards meeting non-material needs, management of early adaptation and career and professional advancement. Currently, the Japanese personnel management system is undergoing significant reforms, the most significant changes have been made to the lifelong recruitment system, which remains only in a very small number of Japanese corporations (for example, Toyota, Canon), since despite the obvious advantages (employment stability and low the level of unemployment, full disclosure of the labor potential of employees and high management of personnel), its preservation was hindered by such obvious shortcomings as high salary costs for employees, a narrow internal labor market, the inability to get rid of unpromising personnel, etc. individualism, economic incentives, high staff turnover, narrow specialization, vertical career, early retirement, the application of value categories and assessments to the use of labor resources. The most important achievements of the American and Japanese labor management systems in our country should be implemented selectively, taking into account the national specifics [1-3].

The model was based on the methods of F. Taylor's school of scientific management and incorporated many achievements of foreign management. Despite the presence of significant shortcomings, in the Soviet economic model, the need for safety and security was almost completely satisfied, the right to work, pensions, social benefits were guaranteed: vacation, payment for temporary disability, training. The advantage of the Soviet model was the creation of an extensive system of non-material incentives for workers, which included social competition and moral incentives. A sharp change in the economic situation in our country, the emergence of market relations have led to changes in the system of human values. Therefore, in order to achieve effective management of the firm's personnel, a modern Russian manager needs to preserve, apply and improve the tools created by the socialist personnel management system, and introduce methods of foreign management that correspond to the parameters of a market economy [2-5].

Management is a continuous process of influencing a controlled object to achieve optimal results with the least investment of time and money.

Fundamental changes in the economic and political life of the country put enterprise managers in front of the need to study

new management methods in connection with the emerging new management requirements:

the functions of the head have become more complicated, he is in charge of economic, production, management and the development of strategies and tactics for the development of the enterprise;

the need to study the market;

the need to introduce new technologies and organize the production of competitive products;

growing market and responsibility;

distribution of marketing methods of work to the activities of the enterprise [8, 10,14].

Each specialist in the field of management is obliged to master the theory, practice and art of management, to be able to clearly define the goals, to develop the strategic and tactical development of the enterprise. For this, it is necessary to have a professional knowledge of the basic provisions of management theory.

The theory of management has its own subject of research inherent only to it.

The subject of management theory is the study of the legitimacy of the organization of the management process, the study of the relationships between people that have arisen during this process, the development of a system of methods for actively influencing the control object and forecasting, and the foresight of the processes under study. Like any other science, management is engaged in the registration and analysis of real situations, identifying the patterns of these phenomena and the reason for the investigative links between them in order to develop practical conclusions and recommendations. The theory is tested by practice, and it is she who is the main factor confirming or refuting the theory. Any science possesses the following tools:

analysis;

synthesis;

intuition [13-16].

Analysis breaks down the studied phenomenon into its component parts, which makes it easier to understand the nature of the phenomenon under study.

Synthesis follows analysis; it considers the phenomenon under study as a whole.

The most important tool of science is intuition - not only a sudden insight, but it is also the result of hard work of thought, based on available theoretical and practical knowledge.

The creative application of scientific knowledge constitutes the art of management, but it also requires talent. Science and art of management are two mutually reinforcing sides of management, they do not exclude, but complement each other. The art of management is a person's ability to make extraordinary decisions in conditions of a lack of information and time. For effective management, it is necessary to know its theoretical foundations, have practical experience, be able to theoretically use the theory and practice of management, i.e. own exclusive control. The goal of any management science is to study and improve the principles of structures, methods

and techniques of management. A control method is a way of influencing a controlled system to achieve its goals. The search for optimal control methods is one of the main tasks of management science, but this is associated with significant difficulties:

- not all management processes can be quantitatively measured, therefore, clearly presented;

- there is a constant dismissal of the flow of information, which leads to the complexity of its processing and analysis; an increase in the number of management personnel in comparison with the number of direct executors, which is associated with the processes of automation of production and an increase in the need for qualified personnel;

- the complexity of interpersonal relationships in the management process, which leads to an increase in the role of the leader;

- Manufacturing management of physical objects is easier than managing people.

The management system is complex and dynamic, i.e. it is characterized by a dynamic process. Any dynamic process consists of certain stages. In management, they are called management operations. A managerial operation is understood as a completed expedient action aimed at performing a specific task, of a technical, organizational or social nature. Each operation is performed in accordance with certain rules and must be linked to previous and subsequent operations [17-23].

The components of the management process are the management system and the management object. Each of the controlled objects is a system consisting of interrelated and interacting elements. The interaction of elements leads to the appearance of properties in the system that are not inherent in its individual elements.

Conclusions

Currently, in the period of transition to market relations, in the period of significance of the issue of product and labor quality, it is most important to creatively approach professionalism in the management of an organization.

This forces the employer to develop all new forms of management, develop the abilities of personnel, improve the qualifications of employees, and ensure high motivation to work.

Human resource management is one of the most important areas of activity of any organization. This is one of the main criteria for its economic success, which is even ahead of the technical process in importance. An organization can be very successful on its own, with a high level of advanced and modern technology, but low qualifications of staff can ruin it.

Thus, a key component of a business in an organization is the management and motivation of personnel, as well as staff development.

Studied in the course of writing the work allows us to draw conclusions:

personnel management is one of the most important components of the general management theory;

personnel management is an area of management theory aimed at the most effective use of employees to achieve general, private and individual goals within the organization in question;

personnel management in the system of general management theory occupies an important place. The provision of an organization with qualified personnel is necessary for the development of a business organization and an increase in the quality and productivity of labor.

Personnel management in the system of general management theory performs the function of personnel management, creating a balance between employees, as well as between employees and the manager

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