

“PERSONNEL MANAGEMENT” AND “HUMAN RESOURCE MANAGEMENT”: HISTORY OF ORIGIN, ESSENCE AND RELATIONSHIP OF CONCEPTS

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Abstract

The terms “personnel management” and “human resource management” are often used interchangeably. However, supporters of this statement believe that in different contexts they may differ in subtleties, or these terms consider different stages of development of an approach to human management in an organization.

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There are opinions that personnel management and human resource management are different models of personnel management.

Scientific editor of the mentioned encyclopedia “Human Resource Management” V.A. Spivak writes: “It seems more adequate to draw a “watershed” between these disciplines based on level: personnel management within the company, human resource management at levels “above the company” (local, regional, national, and international). By the way, the concept of “resources” is more adequate to the case when a specific person is not meant.”

Other authors argue that we are talking about two concepts of personnel management: the concept of personnel management itself and the concept of human resource management. According to the first concept, personnel management developed in conditions of mass production and as part of the strategy for selling goods on the mass market, which determined the strategy of personnel policy. The second concept (which appeared much later) was formed in the context of flexible production for a customer-oriented market. This required a change in emphasis in personnel management and paying attention to the resource side of personnel. Organizations' changes in their production strategies, in turn, led to a revision of their HR strategies.

In Uzbek practice and the scientific community, both terms can now be found, however, the more common term is personnel management. When these terms are used, they are most often considered interchangeable, and this is not accidental. Personnel management as a branch of management science and as a name for the function of working with employees of enterprises, as well as a discipline in the educational field, appeared in Uzbekistan at the very end of the 1990s - early 1998s last century.

At that time, in leading organizations in some developed countries of the world, the approach that is now commonly called “Human Resource Management” was already partially implemented. Until the late 1970s - early 1980s. There was only the concept of “personnel management”, and then with the advent of global competition and a global workforce, under the influence of scientific articles and books

published in foreign journals, personnel management was renamed “personnel and human resource management”. This title emphasized the resource side of personnel management processes. We believe that this phrase most accurately defined the essence of the processes of personnel management and its resources and corresponded to real changes in emphasis in the personnel management of organizations. In this context, the expression “human resources” is perceived not as the management of a person, who is equated to a resource, but as the management of resources, the bearer and owner of which he is (for example, the intellectual capital of staff). After all, a person is not a resource, since a resource is a means, and a person is not a means. He creates the means himself or uses ready-made means to create goods.

However, a little later the words “personnel and” were excluded from this name, and they completely switched to the name “human resource management”, which, in our opinion, sounds not only ambiguous, but also quite one-sided, reflecting the content of only the second part of the unified process. The name has lost the basic basis of this process - personnel management. There has been a change in concepts. Despite the fact that the area of interest in human resource management is increasingly moving from national problems to multinational and more global ones, traditional personnel management in national organizations is a broader concept, including human resource management processes, remains basic in working with people, and is support for the development of the mentioned processes, without which it is impossible to solve global problems. In turn, the globalization of the economies of the world contributes to the development of traditional personnel management processes and the system of personnel management functions of organizations is formed taking into account these processes.

Departments and specialists have moved from a focus on conflict to a focus on harmony and equality in human resource management. Personnel management takes into account abilities, capabilities, character traits and pays attention to the individual, while human resource management focuses on teams.

A review of domestic specialized literature showed that there are many interpretations that characterize the difference between personnel management and human resource management. The most common of them can be formulated as follows: human resource management arose along with the formation of a strategic approach to managing an organization, and therefore has a strategic bias and involves a more active personnel policy, as opposed to a more passive traditional one. Proponents of this approach believe that the difference between personnel management and human resource management is as follows: 1. Human resource management treats personnel as an important resource of the organization. 2. Human resource management implies a strategic approach, personnel management – a tactical one. 3. In human resource management, in contrast to personnel management, a significant part of the functions of the personnel department is transferred to line managers. 4. Personnel management is a collectivist approach, human resource management is an individualist approach. 5. Personnel management focuses on ordinary employees, human resource management - on managers. 6. The task of personnel management is to save on employees. The goal of human resource management is to invest in employee development. 7. Personnel management is concentrated in the personnel management department, which is headed by a line manager. Human resource management is supervised by a senior executive who sits on the company's board and has great influence and the ability to determine strategic prospects. 8. Human resource management presupposes mutual responsibility of employees to each other and to the company, open discussion of problems, and initiative at all organizational levels. 9. Human resource management is often criticized for being overly idealistic.

Personnel and human resource management is a single, inextricable process based on the theories of one paradigm

In order to understand the essence of the changes taking place in the development of the theory, methodology and practice of personnel management at the present stage, let us dwell on the

characteristics of the concept “paradigm”.

Paradigm - (from the Greek *paradeigma* - example, sample) a set of theoretical and methodological provisions adopted by the scientific community at a certain stage of the development of science and used as a sample, model, standard for scientific research, interpretation, evaluation and systematization of scientific data, for understanding hypotheses and solving problems arising in the process of scientific knowledge. This or that community of scientists strives to resolve the difficulties that are inevitable in the course of scientific knowledge within the framework of the paradigm it has adopted. Thus, at one time, scientists sought to interpret new empirical data of science within the framework of a mechanistic worldview, which absolutized the ideas of classical mechanics, representing a certain paradigm. Revolutionary changes in the development of science are associated with a change in paradigm.

The transition to a new paradigm cannot be based on purely rational arguments, although this element is significant. Here, volitional factors are needed - conviction and faith. A change in fundamental theories looks like an entry into a new world for a scientist, in which there are completely different objects, conceptual systems, and new problems and tasks are discovered.

An example of a change in scientific paradigms: the first scientific revolution destroyed the geocentric system of Ptolemy and approved the ideas of Copernicus; the second scientific revolution - associated with Darwin's theory, the study of molecules; the third revolution was a consequence of the discovery of the theory of relativity.

Kuhn rejected the principle of fundamentalism. A scientist sees the world through the prism of the paradigm accepted by the scientific community. The new paradigm does not include the old one. Kuhn puts forward the thesis about the incommensurability of paradigms. Theories existing within paradigms are not comparable. This means that when paradigms change, it is impossible to achieve continuity of theories. When a paradigm changes, the entire world of a scientist changes.

The concept of a scientific community is closely related to the concept of paradigm. If you do not share faith in the paradigm, you remain outside the scientific community. Therefore, for example, modern psychics, astrologers, flying saucer researchers are not considered scientists, they are not included in the scientific community, because they all put forward ideas that are not recognized by modern science.

Kuhn breaks with the tradition of “objective knowledge”, independent of the subject; for him, knowledge is not what exists in the imperishable logical world, but what is in the heads of people of a certain historical era, burdened with their prejudices. Kuhn's greatest merit is that he introduces the “human factor” into the problem of the development of science, paying attention to social and psychological motives.

Moving on to our subject of research, it should be said: during the period of the industrial revolution (more than a century), the role of a person in an organization changed significantly, therefore, theories of personnel management also developed and were refined. Currently, there are three groups of theories: classical theories, theories of human relations and theories of human resources (in our opinion, the latter should more accurately be called theories of human resources).

Prominent representatives of classical theories are: F. Taylor, A. Fayol, G. Emerson, L. Urwick, M. Weber, G. Ford, A.K. Gastev, P.M. Kerzhentsev and others. Representatives of human relations theories include: E. Mayo, K. Argeris, R. Lickart, R. Blake, etc. The authors of human resource theories are: A. Maslow, F. Herzberg, D. McGregor, Theodore Schultz, Henry Becker and others. Classical theories were developed in the period from 1880 to 1930. Theories of human relations began to be applied from the early 1930s. Human resource theories date back to the 1970s and 80s and are contemporary. As theories develop, they become more and more humane. All these theories are currently in force in the world economy, but their relationship depends on the level of development of national economies. The paradigm of personnel management in the modern economy is based on these

theories.

Taking into account the above, we can draw the following conclusion: human resource management is a new stage in the evolution of personnel management, the essence of which is a shift in emphasis in the activities of personnel services, the emergence of new and changes in the content of old functions, the redistribution of functions between levels of management of the organization, and increasing the status of the service itself. This happens because in the era of knowledge, human resources, the intellectual capital of personnel and the organization come first. Employees, as carriers of intellectual resources, are increasingly seen as a competitive asset that must be developed through motivation and incentives to achieve the organization's strategic goals. This is correct, but it is not correct to consider an employee a resource; a resource is what he possesses - intellectual capital.

HR specialists and managers are called upon to manage the most valuable thing in society - personnel resources, rational use of their professional abilities and capabilities, human resources and intellectual capital of the employee, the individual organization and the country as a whole. It is the person, the personnel of organizations, who is the source of intellectual resources, the creator of values. Intellectual resources are the fruit of human intellect. With the accumulation of intellectual resources, their role in society also increases, especially in increasing the productive forces of the economy. If in a pre-industrial society priority belonged to the riches of the earth's interior - natural resources, in an industrial society - to means and objects of labor (material resources), then in a post-industrial society, based on the management of the knowledge economy - to intellectual resources: the intellectual capital of personnel, the intellectual capital of the organization as a whole.

Many companies around the world consider personnel development to be the main way to compete. The 21st century will develop based on the intelligence of personnel. Japanese HR managers name areas that will be relevant in the 21st century (% of answers):

- ✓ development of employee potential - 86.6;
- ✓ development of collective activity - 47.1;
- ✓ emphasis on developing the professionalism of senior employees - 42.4;
- ✓ expanding the diversity of professions - 38.3;
- ✓ increase in motivation funds - 29.6;
- ✓ improvement of working conditions - 29.4.

Modern production increasingly requires from workers qualities that were slowly formed in the conditions of mass production. These qualities include high professional skill, the ability to make independent decisions, team interaction skills, responsibility for product quality, and involvement in enterprise management. Human resource management is becoming increasingly important as a factor in increasing the competitiveness and long-term development of an organization. All these processes have been taking place in enterprises for more than thirty years and not at all because individual scientists and practitioners began to call them differently (paying tribute to fashion, not content) - human resource management instead of - management personnel. Such substitution of the name of the same process leads to terminological confusion and complicates communication between scientists and specialists in the field of personnel management.

In our opinion, it is methodologically more correct to use the expression - personnel and human resource management, but since the traditional concept of "personnel management" is broader than the concept of "human resource management" and includes the latter, which is the stage of personnel management, it is legitimate to use the familiar term in scientific and practical activities - personnel Management.

Personnel management is an activity aimed at providing an organization with competitive personnel,

their effective use, professional and social development. Finding, selecting and recruiting suitable employees into the organization is the beginning of this activity. For the benefit of the organization, management must constantly work to fully improve the professional potential and intellectual capital (intellectual resources) of personnel and the organization as a whole. Personnel development, increasing labor potential and intellectual capital leads to increased labor productivity and the profitability of the organization.

A number of new professions and specialties are constantly emerging among personnel management services. The number of employees in personnel services, for example, in the United States is one specialist per 135 employees in the organization, and in Japan this figure is much smaller - more than twice. Quite rightly, a number of researchers believe that the concepts of personnel management have a national flavor. In the USA, for example, it is pragmatic: a person is viewed as a resource that must be treated with care and investments in him must pay off. It is not surprising that the phrase "Human Resource Management" originated in the USA. In Japan, human resources are a value, and a person is an independent value: here there is much more attention to people than in other countries, the role of corporate culture and organizational values is higher.

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