

# THEORY AND METHODS OF PROFESSIONAL EDUCATION

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## HUMAN RESOURCE MANAGEMENT: METHODICAL ASPECT

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### Abstract

The theory and management practice by personnel developed specific tools of studying of a condition of the operating personnel management system of the organization, creation, reasons and implementation of new system – methods of creation of a personnel management system. This article discloses some aspects of these methods and forms.

**Keywords:** Personnel management, personnel policy, management system, personnel decisions, functions of personnel, motivation.

### Introduction

Relevance of the matter is caused by the fact that the main capacity of any enterprise is concluded in shots. What the fine ideas, the latest technologies did not exist, without well prepared personnel of high activity it is impossible to achieve. People do work, suggest the ideas and allow the enterprise to exist. Without people there cannot be an organization, without qualified personnel any organization will not be able to achieve the objectives. Human resource management is connected with people and their relations in the enterprise. It is applicable not only to spheres of production of goods, but also to all types of employment. Attraction and selection of shots is one of the central functions of human resource management as people provide effective use of any kinds of resources, available the organizations, and from people,

eventually, its economic indicators and competitiveness depend. For each work which is especially qualified special psychological and physiological data and therefore only then it is necessary to demand a maximum of what it can give when is in the place from the worker are necessary.

Work with personnel – one of big problems at any stage of development of economy of many countries of the world therefore at all variety of the existing approaches to this problem in various industrialized countries the main most general tendencies is the following: formalization of methods and procedures of selection of shots; development of scientific criteria of their assessment; scientific approach to the analysis of the needs for administrative personnel; promotion of young and perspective workers; increase in validity of personnel decisions and expansion of their publicity; system coordination of economic and state decisions with basic elements of personnel policy.

In the conditions of market economy in our country, questions of practical application of the modern forms of government by personnel allowing to increase social and economic efficiency of any production are of particular importance. The workers occupied on it provide success of work of the enterprise. For this reason, the modern concept of business management assumes allocation from a large number of functional spheres of administrative activity of that which is connected with management of a personnel component of production – personnel of the enterprise.

#### **Research materials**

At each enterprise, there is a need for determination of number of personnel, for effective system of selection, hiring and placement of personnel, for ensuring their employment taking into account interests of production and the worker, in system of remuneration for work on its motivation, in the accounting of individual problems of workers, improvement of their living conditions and rest.

Increase in interest in a human factor caused development of the theory and practice of social planning at the enterprise, managements of labor collective. The enterprise, being complete production and economic system, nevertheless, can be it is presented as set of the elements (subsystems) which are naturally interconnected (interacting) with each other making it. The quantity of such subsystems can be a miscellaneous and depends on the concept put at decomposition. So, one authors as subsystems allocate technical, administrative (administrative) and human, or personal and cultural, subsystems. Others in production management allocate two parts: management of activity and human resource management. Management of activity consists of activity planning; statements of production tasks; creations of system of measurement of the performed work; control of performance of tasks. Human resource management includes ensuring cooperation between all members of labor collective; personnel policy; training; informing; motivation of workers

and other important components of work of the head as manager. Special significance is attached to increase in level of work with shots, statement of this work on the strong scientific base, to use of the domestic and foreign experience which is saved up for many years. The theory and practice of human resource management developed specific tools of studying of a condition of the operating personnel management system of the organization, construction, justification and realization of new system – methods of creation of a personnel management system. The following methods are most widespread:

1. The *system analysis* serves as methodical means of system approach to the solution of problems of improvement of a personnel management system. System approach focuses the researcher on disclosure of a personnel management system in general and the components making it: is more whole, functions, organizational structure, shots, technical means of management, information, methods of management of people, technology of management, administrative decisions; on identification of diverse types of communications of these components among themselves and the external environment and their data in a uniform complete picture. The economic analysis consists in studying and comparison of costs of production or rendering services to the results received at product sales or rendering services.

2. The *method of decomposition* allows to dismember the difficult phenomena on simpler. The it is simpler elements, the penetration into depth of the phenomenon and determination of its essence is fuller. For example, the personnel management system can be dismembered on subsystems, subsystems – on function, function – on procedures, procedures – on operation. After a partition it is necessary to recreate a personnel management system as a unit, to synthesize. The method of consecutive substitution allows to study influence on formation of a personnel management system of each factor separately, excepting actions of other factors. Factors is ranged, and the most essential are selected.

3. The *method of comparisons* allows to compare the existing personnel management system to similar system of the advanced organization, to a standard state or a state in the last period. It is necessary to consider that comparison yields positive result on condition of comparability of systems, their uniformity. It is possible to expand limits of comparability by an exception of factors of incomparability.

4. The *dynamic method* provides an arrangement of data in a dynamic row and an exception of it of casual deviations. Then a row reflects steady tendencies. This method is used at a research of the quantitative indices characterizing a personnel management system.

5. The *method of structuration* of the purposes provides quantitative and high-quality justification of the purposes of the organization in general and

personnel management systems from the point of view of their compliance to the purposes of the organization are more whole. The analysis is more whole, their expansion in hierarchical system, establishment of responsibility of divisions for resulting effects of work, definition of their place in system of production and management, elimination of duplication in their work are an important prerequisite of creation of a rational personnel management system. At structuration have to be provided, completeness, comparability is more whole than different levels of human resource management.

6. The *expert and analytical method* of improvement of human resource management is based on involvement of highly qualified specialists in human resource management, administrative personnel of the enterprise to improvement process. When using this method study of forms of systematization, record and a fair idea of opinions and expert opinions are very important. By means of this method the main directions of improvement of human resource management, assessment of results of the analysis and the reason of shortcomings become known. However, it not always has high precision and objectivity because experts have no uniform criteria of estimates. This method is most effective at multistep examination.

7. The exclusive effect in practice of improvement of human resource management gives a *standard method*. It provides use of system of norms which are determined by structure and content of functions on human resource management, the number of workers on functions, type of organizational structure, criteria of creation of structure of management personnel of the organization in general and personnel management systems, division and labor co-operation of heads and experts of human resource management of the organization.

8. The *parametrical method* is more and more widely applied. A problem of this method - establishment of functional dependences between parameters of elements of a production system and personnel management system for identification of degree of their compliance.

9. Recently at improvement of a personnel management system began to apply a method of the *functional and cost analysis*. This method allows choosing such option of creation of a personnel management system or performance of this or that function of human resource management, which demands the smallest expenses and is the most effective from the point of view of resulting effects. It allows to reveal the superfluous or duplicating functions of management, function that for one reason or another are not carried out, to define extent of centralization and decentralization of functions of human resource management, etc.

10. The *method main allows* reflecting a component in one indicator (component) of property of tens of indicators. It gives the chance to compare not a set of indicators of one personnel management system to a set of

indicators of other similar system but only one (the first, second and third to a component).

11. The *balance method* allows to make balance comparisons, coordination. For example, results of processing of photos of the working day and flow charts of performance of administrative operations and procedures are compared to the valid fund of working hours of their performance.

12. The *correlation and regression analysis* (CRA) establishment of linear dependence and narrowness of communication between parameters (number of personnel and factors influencing it). The mathematical apparatus of CRA in detail is considered in special literature statistically.

13. The *skilled method* is based on experience of the previous period of this personnel management system and experience of other similar system.

14. The greatest development in improvement of human resource management was gained by a *method of analogies*. It consists in application of organizational forms which were repaid in the functioning personnel management systems with similar economical and organizational characteristics in relation to the considered system. The essence of a method of analogies consists in development of standard decisions (for example, standard organizational structure of human resource management) both delimitation and conditions of their application.

15. An effective method of use of standard decisions at improvement of human resource management is the block *method of typification of subsystems linearly* - functional and program and target structures. Standard block decisions coordinate together with original organizational decisions in a uniform organizational personnel management system. The block method accelerates process of formation of a new personnel management system and increases efficiency of functioning of system with the smallest expenses.

16. The *method of creative meetings* assumes collective discussion of the directions of development of a personnel management system by group of experts and heads. Efficiency of a method consists that the idea stated by one person causes the new ideas therefore there is a stream of the ideas in other participants of the meeting. The purpose of a creative meeting - more options of ways of improvement of a personnel management system are possible to reveal.

17. The *method of a collective notebook* («bank» of the ideas) allows combining independent promotion of the ideas by each expert with the subsequent their collective assessment at a meeting on search of ways of improvement of a personnel management system.

18. The *method of control questions* consists in activation of creative search of the solution of a problem of improvement of a personnel management system by means of in advance prepared list of leading questions. The form of questions has to be such that in them there was «hint» about that, as to make properly for the solution of a task.

19. The *morphological analysis* – means of studying of various combinations of versions of the organizational solutions proposed for implementation of separate functions of human resource management. If to write down a column all functions, and then against each function to specify all possible options of its performance, then we will receive a morphological matrix. The idea of this method is in that to break a complex challenge into small subtasks, which are easier for solving separately. At the same time, it is supposed that the solution of a complex challenge consists of solutions of subtasks.

The greatest effect and quality of a personnel management system are reached in that case when the system of methods in a complex is applied. Use of system of methods allows looking at subject to improvement from all directions that helps to avoid miscalculations.

Human resource management of the organization in the most general view – the specific administrative function directed to formation, effective use and development of human resources of the organization. A certain set of the principles, norms and rules of conduct, the system of values and beliefs perceived by all personnel and subordinated to strategic objectives of the organization is the cornerstone of human resource management. It is possible to call it philosophy of the organization which is defined by its mission and the purpose and tasks of the organization, the right of workers and the requirement to their behavior, business and moral qualities, conditions, payment and assessment of work, the social benefits and guarantees can include as the separate document.

Proceeding from objects of management, it is possible to allocate three target objects of management: effectiveness of work, labor behavior, relation to work.

Desirable results of impact on these target objects can be measured on the following indicators:

- effectiveness of work (how many does) – the volume of functions, labor productivity, the income from activity, performance of performance standards, quantity of the made production;

- labor behavior (as does) – actions in the course of work, creative activity, economy of raw materials and materials; it consists of solutions of subtasks.

- the relation to work (why and for what does) – type of motivation of the worker to work, satisfaction with various parties of work, degree of development of professional and important and personal qualities of grinding of sight of the development strategy of the organization, loyalty and commitment of the organization.

The principles of human resource management of the organization – the rule, basic provisions and norms to which heads and experts in management

of personnel (hierarchy, scientific character, discipline, efficiency, rotation, the quantum merit, corporations, complexity, collective nature, effective system of selection of workers) have to follow [8].

Human resource management functions – the actions for human resource management directed to satisfaction of certain requirements of the organization [12]. Functions can be divided into two interconnected groups:

1) procedural functions which cover all cycle of reproduction of a human headband in the organization (definition of need for shots, enrollment, development, use, preservation and reduction of personnel);

2) profile functions – controlling, marketing, information service and the organization of human resource management: these functions are intended for support of procedural functions.

Methods of management of personnel – ways of impact on workers and their groups (collectives).

It is necessary to distinguish methods of management and methods of management process. Methods of management characterize the finished act of impact on object of management whereas by means of methods of management process only separate works are performed [18]. Various signs classify methods of management. So, quite often allocate methods direct (orders, an incentive) and indirect influence. The first are directed to direct result, the second to creation of conditions for achievement of the high purposes [15].

Interaction of people in the organization is described by certain laws which form the model of organizational behavior – model (system) of human resource management. Most often allocate five models of organizational behavior: authoritative; joint («we conferred, and I solved»); supporting (division of responsibility); paternalistic (guardianship); developing (partnership).

The choice of model of human resource management is influenced by the following factors: corporate strategy of management, degree of turbulence of the external environment (unpredictability of information streams and speed of information streams), force of the power (depends on communications, existence of self-government institutions and persons of no character in management or a weak control system of personnel), surplus of information, condition of motivation.

### **Conclusion**

Thus, human resource management – management of human resources of the organization, that is management of formation of competitive human capacity of the organization.

The main qualities of human resource management are inherent in management of human resources: integration of interests of all participants of management process (shareholders, managers, employees, consumers, authorities) and quick response to situational factors strategy, commodity market and labor market.

Management of human resources – a set of the qualities necessary for the modern effective organization (its personnel) interconnected the politician concerning personnel (personnel policy) for achievement: organizational integration, «participation» of employees, flexibility and quality.

Summing up the result, we can note that, effective management of personnel has moved forward in number of practical tasks and factors of economic success. It is designed to provide the favorable environment in which labor potential is implemented, personal abilities develop, people have satisfaction from the performed work and public recognition of the achievements. Effective management of personnel is directed both to satisfaction of inquiries of production, and to ensuring interests of employees and society in general. Today it is necessary more than before to look for possibilities for coordination of market conditions and interests of the employee of firm. Increase of a role of HR departments and cardinal reorganization of their activity are caused by basic changes of economic and social conditions.

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