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MODERN CONCEPTS OF HUMAN RESOURCES MANAGEMENT IN ORGANIZATIONS

Abstract. The results of many recent studies have shown that managers often focus on production, financing and marketing, and that the company's key management system remains a weak link in human resource management. Human resources management systems used by organizations have significant shortcomings, and most importantly - comprehensive monitoring of personnel activities, poorly developed information base, a clear system of personnel performance evaluation, outdated technology of forecasting personnel risks and much more. The article describes the main changes in personnel management in the development of society and labor relations, the essence and basic concepts of human resources management theory, functions and responsibilities of human resources management in organizations. Human resources management methodologies in organizations, global technological and structural changes, enterprise competitiveness and flexibility, and decentralization and privatization have led to the development of human resources management from human resources management to the evolution of production.

Key words: human resources, human resources management, organization.

Introduction

One of the priorities of the message of President of the Republic of Kazakhstan N.A. Nazarbayev to the people "New Opportunities for the Development during the Fourth Industrial Revolution" is human capital \[1\].

The term "human resources" is derived from the experience of the American College of Personnel Management. In the 70s of the 20th century, the concept of "personnel" and "personnel management" in the human resources management field in the United States was replaced by the concept of "human resources" and "human resource management". The concept of "human resources" reflects the role and place of man in the production, the adoption of new rules and regulations, the introduction of a number of innovations into many forms and methods of personnel work. The basic human resource management models developed in the United States at the end of the last century \[2\].

During the evolution of the theory of management in the 19th and 20th centuries, the role of people in the organization has undergone significant changes.

A. Smith has created a valuable labor theory. Bright representatives of this theory are D. Ricardo, later it was K. Marx. Hence, it was K. Marx who further developed the theory. He introduced the concept of "labor force", which he considers as a working ability \[3\].

Successful human resource management of the organization allows increasing labor productivity and maximizing profits. Due to the growing globalization trends in the global economy, the nature of human resource management is rapidly changing. Working with people from different countries makes it difficult for business to adapt to the current situation. As a result, new issues arise that need to be addressed within the international business environment.

The essence of the organization's activity is collective work of employees through the achievement of this goal. Management, planning, organization, motivation, coordination and monitoring are the basis of
collective labor management. Because people are the basis of the driving force of any organization, the process of managing people plays an important role in the enterprise's overall governance.

The current stage of Kazakhstan's economic development is characterized by the need for competition between enterprises of national economies, competition for consumers, improvement of quality of goods and services and transition to innovative production.

The organization's human resources management system should be based on timely identification of potential problems and opportunities, based on their development plans, management and control over the human resources of the organization.

First of all, it is aimed at improving the quality of life, effectively utilizing the intellectual and physical capabilities of personnel management, strengthening labor relations in the organization, motivating and maximizing employee benefits [4].

Managing human resources has significantly changed in the development of society and labor relations. During the evolution of production, global technological and structural changes, competitiveness and flexibility of enterprises, as well as decentralization and privatization led to the development of personnel management from human resources to managing human resources.

It's worth to say that human resource management has long been established as a science. Initially, human resource management in science was considered and developed related to the production activities of different organizations [5].

At the same time, today there is a difference between theoretical justification and the development of human resources management tools identified as an important function of innovative development [6].

At the beginning of the 20th century principles of scientific organization of work were formed. The specific features of these principles are: orientation to individual worker; recruitment and training; distribution of labor, including the introduction of managerial activity; specialized human resources allocation.

<table>
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<th>The main directions of management</th>
<th>Management relationships to employees</th>
<th>Human Resources Management</th>
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<td>Until 1910</td>
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<td>Industrial Technology</td>
<td>Not looking indifferent to the needs of the workers</td>
<td>Disciplinary systems</td>
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<td>From 1910 to 1920</td>
<td>Workers need safe working conditions and opportunities for growth</td>
<td>Safety guides, English lessons, curriculum guidelines</td>
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<td>From 1920 to 1930</td>
<td>If workers increase productivity, workers need higher wages</td>
<td>Study of movement during work and motion</td>
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<td>From 1930 to 1940</td>
<td>Accounting for personal differences</td>
<td>Psychological testing and counseling for employees</td>
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<td>From 1940 to 1950</td>
<td>Workers are the forces that can resist leadership</td>
<td>Employee communication programs, trade-union methods</td>
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<td>From 1950 to 1960</td>
<td>Employees need economic protection</td>
<td>Personnel retirement plan, health plans, discounts</td>
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<td>From 1960 to 1970</td>
<td>Employees should take into account their opinions when administering</td>
<td>Professional training of managers (business games, trainings, focusing on different aspects)</td>
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<td>From 1970 to 1980</td>
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The School of Behavior created by Charles Bernard. Later followers of this school were F. Hertzberg, A. Maslow, D. He was MacGregor. The main purpose of this school was to increase the effectiveness of the organization's activities through the rational use of human resources. The theory of human resources is a new name given to this school based on that purpose.

It is important to note that human resources management has been shaped at the intersection of management, psychology, applied sociology, industrial sociology, ethics, business and business economics, labor law, politics, conflict theory and a whole range of other sciences.

Personnel Management is an organization that provides competitive professionals, their rational use, professional and social development. Searching, selecting and accepting worthy employees in the organization is the beginning of this service.

Human resource management is a new way of managing, which is "a strategic and consistent process of managing the entity's most valuable asset: the people working there affect collectively and individually to solve corporate issues" [7].

Moving from Personnel Management to Human Resources Management means moving from narrow specialization and limited liability to wider professional and work profiles; from a strictly planned career path to a flexible choice of professional development trajectory; and leads to full control over the employees' ability to promote personal development, creativity, and initiative.

We see that there are significant differences between personnel management and human resources management:

1) redirect personnel management system to individual work with the staff;
2) human resource management is of strategic importance that makes the personnel policy of the organization more active;
3) responsibility for the most active implementation of personnel policies lies on managers, i.e. the personnel work of all references managers is integrated into the personnel management system;
4) traditionally trying to save costs associated with modernization of managerial labor, human resource management technology is aimed at improving the effectiveness of such investments;
5) If in personnel management all attention is focused on simple staff, then human resource management focuses on managerial personnel;
6) The new personnel management system will adopt strong and adaptable corporate culture.

Human resource management envisages the transition from vertical organizational structures to transverse linkages and transition to organic structures, which is an important step in using the internal intellectual potential. Horizontal contacts have a great impact on the disclosure of creative potential of employees compared to vertical structures.
Human resource management allows employees of the enterprises to create strong specialists, increase labor productivity, which will enable firms to develop competitive and sustainable growth in the long run.

However, managers do not use all the capabilities of managing these human resources, which leads to misuse of employees.

In the practice of modern management, the main concepts of human resources management have been formed with all the views, which are accepted equally with all modern managers. It is important to know the content and correctly interpret it.

The authors of the Human Resources Management textbook, Graham H. T. and Bennett R. note that the concept of "human resources management" is a comprehensive system that includes interconnected subsystems for the creation, use and development of human resources [8].

Mordovin S. K. sees the concept of "human resources management" as strategic and operational management aimed at improving the efficient use of human resources [9].

The main objective of human resources management is to develop the corporate capacity of the internal staff to achieve success through the use of human resources. The main objective of the company's employee's management is to work together in the group, to work as a percentage and to stick to employment.

The achievement of this goal will be focused on the following tasks:
- Purchasing and storing a company through qualified, generated and motivated workforce;
- maximal expansion and development of the internal capacities of the population by providing them with knowledge and professional development;
- Creation of favorable and harmonious partnership relations between managers of the company and their subordinates;
- balanced and developed approaches adapted to meet the needs of stakeholders (eg owners, senior executives, employees, suppliers, customers, federal, regional and municipal authorities, as well as the society as a whole);
- Appraisal of employees' performance and achievements and the use of effective methods of remuneration;
- managing diversity in labor collectives, employees' labor relations, behavior, and personal or group differences;
- creating conditions for the implementation of equal opportunities for all employees of the company;

In other words, the goal of human resource management is to hire, retain, encourage, improve and train qualified and motivated employees who can effectively implement the company's goals [10].

The main directions of effective human resource management in the current situation are: increase of motivation and self-motivation of employees; Improvement of the organizational structure of the enterprise: conducting a business valuation procedure and using its results in the selection and placement of human resources. Let's look at the directions.

There are many ways to classify motivation methods. The distribution of administrative, economic and socio-psychological stimulus is widespread. Administrative methods directly affect the person in the organization because they mean mandatory fulfilment of orders, instructions, tasks. They want a sense of debt, a desire to work in a particular organization, and so on. The process of material incentives is being accomplished by means of economic methods.

Human resources management is exercised through the entity's managing subjects - those directly involved in this activity.

Subjects of human resources: Managers of all levels; personnel service (HR) at the enterprise.

Given the importance of the staff, management is usually within the competence of the head of the organization or his first deputy. Senior management and managers at all levels are directly involved in staff management, which directly associates this function with the whole strategy of the organization. The efforts of these managers are aimed at engaging, selecting, propagating, stimulating, rationalizing, developing and retaining personnel for organizations that meet their needs and strategic goals [11].

The main purpose of the Personnel policy is to create an effective system of organization of personnel, administrative methods, as well as to achieve the highest employee productivity, and not just on economic incentives and social guarantees, but also to improve the productivity and achieve the best economic results.
The main directions of the personnel policy of the organization are:
- marketing services in the field of personnel; planning the organization's employees needs;
- forecasting of creation of new workplaces taking into account introduction of new technologies;
- recruitment, selection, appraisal and evaluation of staff; organization of management and adaptation;
- recruitment and placement; stimulate and encourage incentive mechanisms to stimulate motivation
and increase employee satisfaction;
- to make cost-effective staff expenses; development of human resources development programs, as
well as future goals of the organization, not only today, but also by improving the training of personnel for
promotion of education, career growth and managerial positions;
- organization of work and jobs;
- development of employment and social programs; efficient distribution and use of employees
working in the organization, their rationalization;
- management of innovations in personnel work; ensuring safety and health of employees;
- analysis of reasons for dismissal of personnel and selection of the most effective options;
- ensuring high quality of work, life expectancy and labor results;
- development of projects for improving the management of the organization's employees and
evaluation of socio-economic efficiency.

Human resources management should be part of the organization's development strategy to maximize
the potential of the company's employees [12].

The managers of the late 20th century were ensuring the progressive development of the organization,
the effective use of human resources, the creative power of the company's employees, continuous
development and professional development of employees. However, there is a significant difference
between the potential of employees and the extent of their use in the real world. This is due to the fact that
managing human resources is still considered as a purely functional area of management of the
organization, which has a weak relationship with the core business; HR staffs are not familiar with the
organization's development strategy and cannot build a human resource management system that ensures
the effective implementation of the strategy; The existing human resource management practices overlap
the challenges facing the organization, hinder its employees' development and limit their share of
organizational goals.

Thus, human resource management has not yet been fully used (ineffective) as a new approach to the
company's operations in the management of enterprises.

The human resource management function of the organization is its own system with its principles,
powers and functions. Expanding human resources management enables organizations to get more
complete, accurate information about their employees and manage them more efficiently.

In conclusion, we can say that human resource management is now one of the key factors of the
effectiveness of the organization's activities, mainly: achieving an active HR policy; strategic role of
human resources services and abstract functions in transition to system actions; integration of human
resource planning into corporate planning; emphasis is placed on human capital change and investment.

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УЙЫМДАРДАҒЫ АДАМ РЕСУРСТАРЫНА БАСКАРУДАРЫЗ ЗАМАНАУИ ТУЖЫРЫМДАМАЛАРЫ

Аннотация. Сонғы жылдардағы қолжетімді зерттеулердің әдеттегі ұйымдарының қоғамдасы әндірісті, каржыландыруға және маркетингті басқаруға назар аударыды, бұл ретте көсіпорынның ығысының басқару жүйесі адам ресурстары басқаруға әлсіз байланысы болып қалады. Уйымдар пайдаланып табады аласқа ресурстарының құрылымы мен бірлесінше қуатталдысына мәні беретін адам ресурстарының құрылымы басқару негіздік қадамдарынан тұрғыдағы қоғамдық құрылысқа қосылып, олардың құрылымы мен құрылымының әндірістің айқын жүйесі, ұйымның адам ресурстарының құрылымы әндірістің ең үлкен құрылысқа қосылып, қоғамдық құрылымының ұйымдарының құрылымы басқаруға әлсіз байланысы болып қалады. Адам ресурстарының құрылымының құрылымы әндірістің әндіріс және құрылыстық ескертілін, көзқарасында айқын жүйесі, ұйымның адам ресурстарының құрылымының құрылымы әндірістің ең үлкен құрылысқа қосылып, қоғамдық құрылымының ұйымдарының құрылымы басқаруға әлсіз байланысы болып қалады.

Түйін сөздер: адам ресурстары, адам ресурстарының құрылымы, ұйым.

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СОВРЕМЕННЫЕ КОНЦЕПЦИИ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В ОРГАНИЗАЦИЯХ

Аннотация. Результаты многих недавних исследований показали, что менеджеры часто сосредоточиваются на производстве, финансировании и маркетинге, а ключевая система управления компанией остается слабым звеном в управлении человеческими ресурсами. Системы управления людскими ресурсами, используемые организациями, имеют значительные недостатки, а самое главное - комплексный мониторинг кадровой базы, слабо развитая информационная база, четкая система оценки эффективности персонала, устаревшая технология прогнозирования рисков персонала и многое другое. В статье излагаются основные изменения в управлении персоналом в развитии общества и трудовых отношениях, сущность и основные концепции теории управления людскими ресурсами, функции и обязанности управления человеческими ресурсами в организациях. Методологии управления людскими ресурсами в организациях, глобальные технологические и структурные изменения, конкурентоспособность и гибкость предприятий, а также дегенерация и приватизация привели к развитию управления людскими ресурсами от управления людскими ресурсами до эволюции производства.

Ключевые слова: человеческие ресурсы, управление человеческими ресурсами, организация.

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