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G.A. Abdullina<sup>1</sup>, A.G. Bazarbaev<sup>2</sup><sup>1,2</sup> Narxoz University, Almaty city, Republic of KazakhstanE-mail: [gulnar.abdullina@narxoz.kz](mailto:gulnar.abdullina@narxoz.kz), [abzal.bazarbaev@narxoz.kz](mailto:abzal.bazarbaev@narxoz.kz)**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of personnel activities, poorly developed information base, a clear system of personnel performance evaluation, outdated technology of forecasting personnel risks and much more.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 1–Evolution of human resources management approaches

The main directions of management	Management relationships to employees	Human Resources Management
1	2	3
Until 1910		
Industrial Technology	Not looking indifferent to the needs of the workers	Disciplinary systems
From 1910 to 1920		
Social security of employees	Workers need safe working conditions and opportunities for growth	Safety guides, English lessons, curriculum guidelines
From 1920 to 1930		
Effectiveness of tasks	If workers increase productivity, workers need higher wages	Study of movement during work and motion
From 1930 to 1940		
Personal differences	Accounting for personal differences	Psychological testing and counseling for employees
From 1940 to 1950		
Trade union movement	Workers are the forces that can resist leadership	Employee communication programs, trade-union methods
From 1950 to 1960		
Economic security	Employees need economic protection	Personnel retirement plan, health plans, discounts
From 1960 to 1970		
Human relationships	Employees should take into account their opinions when administering	Professional training of managers (business games, trainings, focusing on different aspects)
From 1970 to 1980		

Продолжение таблицы 1		
1	2	3
Collective Decision-Making	Employees are required to participate in the decision-making process	Methods of decision-making management
From 1980 to 1990		
The problem is complicated	Work is needed to meet the challenge and comply with the abilities of employees	Integrated groups of work enrichment, problem solving and formation
From 1990 to 2000		
Personnel promotion	Employees need jobs in the economic crisis due to inter-country competition and technology change	Development, retraining, restructuring
From 2000 to 2010		
Changes in the composition of the labor force and its shortfall	Employees need flexibility, benefits, and policies against them	Strategic planning, employee rights, professional training, flexible discounts, computerization and more.
From 2010 until now		
Personnel potential, human (intellectual) capital development	Guarantee of employment during the financial crisis, human (intellectual) capital assessment	Intellectual Property Management, Strategic Management of Employee and Intellectual Property as a whole, Planning and Assessment of Human Capital

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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## ҰЙЫМДАРДАҒЫ АДАМ РЕСУРСТАРЫН БАСҚАРУДЫҢ ЗАМАНАУИ ТҰЖЫРЫМДАМАЛАРЫ

**Аннотация.** Соңғы жылдардағы көптеген зерттеулердің нәтижелері ұйымдардың басшылары көбінесе өндірісті, қаржыландыруды және маркетингті басқаруға назар аударады, бұл ретте кәсіпорынның маңызды басқару жүйесі адам ресурстары басқаруды әлсіз байланыс болып қала береді. Ұйымдар пайдаланатын адам ресурстарын басқару жүйелері елеулі кемшіліктерге ие, олардың бастысы, персоналдың іс-әрекеттеріне кешенді мониторинг жүргізу, нашар дамыған ақпараттық база, персоналдың тиімділігін бағалаудың айқын жүйесі, персонал тәуекелдерін болжауға арналған ескірген технологиялар және басқалар. Мақалада қоғам мен еңбек қатынастарын дамыту процесінде персоналды басқару айтарлықтай өзгергендігі, ұйымның адам ресурстарын басқару теориясының мәні мен негізгі ұғымдары, ұйымдардағы адами ресурстарды басқарудағы кадрлық қызметтің функциялары мен міндеттері сипатталған. Ұйымдарда адам ресурстарын басқару проблемаларын зерттеудің әдістемелік тәсілдері, өндірістің эволюциясы барысында жаһандық технологиялық және құрылымдық өзгерістер, кәсіпорындардың бәсекеге қабілеттілігі мен икемділігі, сондай-ақ орталықсыздандыру және жекешелендіру персоналды кадрлық басқарудан адам ресурстарын басқаруға дейін дамытуға әкелгендігі қарастырылған.

**Түйін сөздер:** адам ресурстары, адам ресурстарын басқару, ұйым.

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## СОВРЕМЕННЫЕ КОНЦЕПЦИИ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В ОРГАНИЗАЦИЯХ

**Аннотация.** Результаты многих недавних исследований показали, что менеджеры часто сосредотачиваются 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 деятельности, 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 децентрализация 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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