Current tendencies of the development of service of human resources management

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Abstract

The service of management of human resources is capable to exert influence on increase of results of the organization activity. Thus efficiency of functioning of service of human resources management depends to a large extent on the accuracy of creation of its organizational structure. The conducted researches allowed to reveal the main tendencies that characterize the development of service of human resources management in the conditions of modern economic practice, especially including, at the Russian enterprises. It also defined the factors that have essential impact on structure of functional divisions and their priorities in service of human resources management in the modern organization.

Keywords: human resources; the service of human resources management; efficiency; factors; changes; development.

1. Role of human resources

Human resources of organization form the most complex social system to manage that has the unique ability of self-regulation and self-development. This system is able to select and to set specific goals, socially change its behavior. It is extremely sensitive to the method of managerial influence. If such influence is carried out using the coarse and outdated teaching procedures, the production efficiency will be falling faster and steeper than in the case with other types of resources. At the same time, accurate solutions, correctly selected methods of influence can give a significant excess of the expected results in relation to the investments produced, what is more, in the long run. Therefore, the service of human resource management is currently considered as a key strategy in the development of most companies.
seems natural that with the development of strategic management methods at firms of industrially developed countries, functionally centralized structures of human resource management with a significant increase in the number of different tasks delegated to them are also actively developing. Actual experience shows that human resources management services effect on personal contribution to the implementation of the required efficiency growth and competitiveness of the company. This trend finds its quite pronounced manifestation in Russian organizations, but it is important to pay attention to the fact that, to date human resource management in the Russian organizations had an important feature. The matter is that the service of human resource management (management of labor) did not constitute a centralized system. In its form of organization, they were more complied with the decentralized management. Functional units responsible for management, namely: personnel department, department of labor and wages, department of scientific organization of labor, division of occupational health and control of working conditions were scattered among different vertically separated management subsystems. Head of Personnel, for example, reported directly to the Director of the organization and division of labor and wages – to the chief economist. This form of organization of personnel management had its own historical reasons, but did not meet the realities of a market economy already at that time.

2. Reorganization model labor management

Since the early 90s, in some large companies and in some banks of Moscow the process of transformation of traditional personnel departments in the division of personnel management was started, with some expansion of the functional competence of the latter. By the mid-90s, labor specialists in the most of the major industrial centers of Russia and, especially, in Moscow and St. Petersburg have already had quite a clear idea of the importance and the major functional objectives of personnel management service in the system of Western management. This stage of the reorganization of the traditional model of labor management is characterized by a certain extension of the functional authority of the newly formed divisions of personnel management, in terms of tasks related to skill-training and retraining employees. Further development of this process has more to do with the merger into a single service personnel management previously structurally isolated divisions, which were autonomously solving certain complex problems of labor management in the enterprise. Rather, it is about the personnel department, the organization of labor and wages and personnel training. In this regard, the uniqueness of the Russian experience in development of personnel management service expressed not only in the original organizational concept, but in the diversity of approaches of the practical implementation of this reorganization. In general, the creation of human resources management in the Russian enterprises in its formal grounds finds a match to managerial innovations. (Bazarov T.U. Eremina B.L., 2007).

There is basis to believe that there was a forecast within which four standard options of formation of human resource management service in the Russian production and bank organizations were offered. By the first option the service of human resource management had to be subordinated to the head on administration together with divisions solving operational, and it is possible also strategic tasks on planning, finance and the management organization in whole. (Durakova I.B. 2009).

By the second option the service of human resource management was localized in one department as functional division and submitted to the technical director. Such option of a structural arrangement of human resource management service was considered for the small organizations during their formation when the management still insufficiently defined the status of human resource management service.

At the third option, the service of human resource management has to be subordinated directly to the top management (fig.1).
It was supposed that such option of organization of human resource management service can be acceptable at the initial stages of development of the organization for the purpose of increase of the status of a personnel management system, in case of need in an administrative reinforcement of a priority of tasks of this service.

The fourth option of structure of service of human resource management differed that this service centralized as staff structural division along with other leading functional divisions (Fig.2), as an independent subsystem of management of the organization.

Practice showed that actually almost all services of human resource management at the Russian enterprises correspond to the fourth option by the place in organization structure. Probably it was promoted by that circumstance that in the prevailing majority of cases the head of the HR department received the status of the deputy director of this organization as a whole. It is important to note that practically in all organizations formation of personnel management service has passed with no ill effects on whole enterprise management system. Functional tasks of personnel management in its integrated aggregate not undergone major changes compared to the pre-existing traditional decentralized system of labor management. This fact is suggestive. The fact that the establishment of the personnel management system would be wrong to estimate as an event of functional relations rationalization and redistribution of
authority in the current organizational structure of the management in particular organization. It seems to be that the main objective of this structural unit is to provide an effective implementation of the revitalization and development of the labor potential of the organization. For example, in the system of American management more profound functional differentiation of the pre-existing divisions of personnel management was caused by introduction of new ideology into social management practice, based on scientific concepts of human capital theory and the earlier theory of "human relations." (Gribov V. and Nikitina L., 2012).

It seems that the formation of a centralized personnel management service should not be seen as the final stage of the reform process of personnel management in the enterprises of our country. Its creation is necessary to have sufficient conditions for the further development of the process of building effective human resource management systems. For example, during the entire understanding of the practical importance of orderliness of the functional administration of a sustainable mechanism and compliance with the regulations of relationships with external organizations, the dominance of these tasks in the service of human resources management leads to strict formalization of its activities, thereby contributing to the development of innovations in the field of personnel management.

The tendency to complication of relationship with linear heads of the organization is thus observed. On the one hand they can neglect recommendations and regulations of specialists of service of management of human resources. On the other hand linear heads can transfer all responsibility for decision-making on management of the subordinates to HR managers. (Talickih E.V., 2008). However there is basis to believe that it is a universal tendency in development of a control system by human resources since it is quite distinctly shown and in the western companies. (Grehem N.T., Bennett R., 2010).

Strictly speaking, the question is not so much about degree of influence of functional or linear heads on management of the personnel, but about a priority of values of administrative activity of other quality, notably dynamic functions and their role in a control system here is basic. It is known that at a priority of values of static functional activity, i.e. on the substance of routine procedures, stability of the mechanism of administration is reached due to the restrictions of flexibility of a control system that conducts to a forging of potential of its self-development.

Formalization of the activity as the whole organization and its separate structural unit, which is usually interconnected, tends to limit creative activity of personnel, gives more preference to highly professional solutions, template administrative procedures. Of course, the position of the organization theory in relation to this situation probably should not be taken as something fatal. Thus, at high potential qualification of personnel it is possible to conduct policy reorientation and thereby change the behavior of the organization in favor of its flexibility and adaptability to innovative solutions.

In this regard, not random seems the fact that many domestic enterprises, where currently personnel management services are set up and operating, the leading role is played by the department of labor and wages, and the new leaders of this newly created service are the past heads of departments of labor and wages. In our opinion, the reason of this fact is covered that as opposed to traditional HR departments the dynamic functions in work of department of work and a salary that are connected with operational management and regulation of social of the labor relations in the sphere of production, had a certain priority, in comparison with activity of a traditional human resources department at the Russian enterprises which was allocated with only minimum set of functions necessary only for maintenance of sufficient level of operability of a work control system.

Unfortunately, recently in many Russian companies the tendency connected with transfer of function of motivation of the personnel, especially including the organization of salary, from human resource management service to financial or economic divisions is distinctly shown. As a result of it the service of
human resource management loses the powerful lever in use of economic methods of management for activization of labor capacity of the organization. (Odegov U.G. Kotova L.R., 2009).

**Realization of innovative policy**

It is important to note that the employment potential of the company in light of the strategic management submitted is not statistical, but the dynamic response. The actual level of the organization's capacity can be determined only in the process of its comparing with the requirements of the staff, which are caused by the need to perform particular strategic objectives. (Kafidov U.G., 2012). Therefore, evaluation of the actual level of qualification or professional component of the labor potential of the organization by static characteristics seems to be impossible, but only as a result of a special verifying of the real possibilities of the organization's personnel, various skill mix, performance of production tasks defined by development strategy of the enterprise and, especially, through the implementation of innovative projects. Equally, we can talk about the analysis of personnel management system in terms of its ability to activate the creative and productive potential of the personnel to achieve strategic objectives. (Odegov U. and Nikonova T., 2006). To do this, you want to determine the extent to which existing in the system functional-structural relationships correspond or contradict with the requirements of strategic objectives, which are needed to be resolved due to the development needs of the organization. For this, postulation of key functions into the system of functional and structural organization connections is assumed, which is required to implement the chosen strategy. Then, using empirical analyzes, highlight segments of functional and structural relations systems, where changes are required because of the emergence of new or modification of the content of the previous functional tasks. At the final stage of the procedure of human resources management system, some actions should be specified, implementation of which assuming the reorganization of its structure for meeting the new challenges in the light of functional innovation policies developed in the organization. Examples of this approach are already in the Russian practice. (Kibanov A.Y. and Konovalova V.G and Usakova M.V., 2009).

As it is known, the ability of the social system to develop determines its economic prospects. The results of processes, characterizing the whole effect of system development, diagnosed on compliance of achievements in the implementation of targeted programs to increase resilience to changing environmental conditions. (Fakhrutdinova E. and Safina L., Shigapova D., Yagudin R., 2013) The need for development is crucial motivating factor of innovative activity of the industrial organization in order to achieve the economic benefits that enhance its competitiveness. During the realization of innovation policy for the implementation of technical and, especially, managerial innovations some nodes of changes appear in the organizational set of functional and structural relationships of the social system, as the subject of market relations. It is important to note that the implementation of innovative measures is essentially a complex optimization problem. During the implementation process, both technical and managerial innovations in particular should ensure compliance of targets to the requirements of economic growth, restrictions of environment. However, in the local system's boundaries, as an object of innovation, implementation of innovations should be maximally free from restrictions of traditionally formed structural links that impede the functional tasks of personnel management system for the implementation of managerial innovations in the development of the organization.

Functional activity of service personnel management units in the implementation of innovation policy seems very difficult. For a long time in our country focus was on drafting and implementation of innovations in the technical area with a very limited attention to the implementation of managerial innovations. Their combined share of innovative activities carried out by domestic enterprises was definitely insufficient. Changes in personnel management were conducted, usually, by Schema templates, for example, executing the so-called "gathering" of production, and rarely gave proper effect. Moreover, the main reason for the complexity of implementation of managerial innovations is often that they are,
generally, not limited to a certain area of the local segment of the connections in the system, but in order to achieve a high effect require changes to the coherent system of organization management. Meanwhile, many of the traditional management systems when reaching its evolution phase of formalization admit, as a rule, only those changes that are adaptive to the previously established procedures of functioning. (Adizes I. K. 2012). As a result, only those management innovations that relate to the fragmentary nature of the changes in technology application are selected. Such innovations, essentially changing nothing just create a formal precedent of external changes and therefore have little effect on efficiency. It would be wrong to assume that the transition to the market, this problem would be resolved spontaneously and organizational behavior of management systems automatically harmonized. Practice of global, and now domestic management, indicates the need for targeted interventions to create an effective human resources management system, capable to perceive innovation, both in the sphere of information technologies and social management. (Kibanov A., 2012).

In the world practice tendency of intellectualization of production activity becoming stronger and with the current global trend of labor activity development, in this situation it would be improvident to treat organization staff as a passive object of control, even with the most effective human resource management system (Fakhrutdinova E. and Kolesnikova, J., 2013).

By virtue of continuously improving education and the reality of informal in-depth analysis of management decisions processes, in front of the staff of the organization new approaches for interaction between management and staff of the organization are appearing. These new approaches to human resource management should provide organic interaction between managerial administration and self-development processes of organization. For this purpose, at least, the willingness of management, including human resources management system, is required to a significant change attitude towards feedback, for which this information is considered as the most valuable in making decisions regarding the strategic programs of social development organizations.

References