

Features and necessity of implementation of personnel management culture

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Անձնակազմի կառավարման մշակույթի իրագործման առանձնահատկությունները և անհրաժեշտությունը *Վերդյան Տաթևիկ Վ.*

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Շուշիի տեխնոլոգիական համալսարան (Ստեփանակերտ, Արցախի Հանրապետություն)*

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Սարգսյան Գայանե Վ.

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Ամփոփագիր. Հոդվածում ներկայացված է անձնակազմի կառավարման մշակույթի իրագործման առանձնահատկությունների և անհրաժեշտության մասին: Ներկայումս մրցակցային և յուրաքանչյուր օր նոր մտքեր ստեղծող և զարգացող իրականությունում կազմակերպությունների համար շատ կարևոր է լինել հաջողակ, առաջատար, նորարար ու զարգացող: Սակայն հաճախ կազմակերպության ղեկավարները, կենտրոնանալով արդյունքների վրա, հետին պլան են մղում իրենց կազմակերպության հիմնական զարգացնող ներուժն ու աղբյուրը՝ անձնակազմը: Հենց աշխատակազմի ունեցած թե՛ անձնային, թե՛ մասնագիտական կոմպետենցիաներից է կախված կազմակերպության առաջխաղացումն ու արդյունավետությունը:

Հանգուցաբառեր՝ Անձնակազմ, կառավարում, կազմակերպություն, մարդկային ռեսուրս, ռազմավարություն, պլանավորում:

Особенности и необходимость внедрения культуры управления персоналом

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Аннотация. В статье представлены особенности и необходимость внедрения культуры управления персоналом. В настоящее время конкурентоспособный и новый каждый день много для организаций в генерирующей идеи и развивающейся реальности важно быть успешным, ведущим, инновационным и развивающимся. Но часто лидеры организации, ориентированные на результаты, предыстория управляют основным развивающим потенциалом и источником их организации: сотрудники. Личный и профессиональный опыт сотрудников продвижение организации зависит от компетенций эффективность.

Ключевые слова: Персонал, управление, организация, человеческие ресурсы, стратегия, планирование.

Today, effective management of the modern economy is impossible to imagine without the use of scientific knowledge.

Management is done by people and addressed to people, so it contains more subjective moments than any other area of human interaction.

Currently, in the reality of competition and every day creating and developing new ideas, it is very important for different countries that organizations are successful, leading, innovative and developing.

Peter Drucker, the father of modern management, concluded that "We are in one of those great historical periods that occur every two hundred years when people no longer understand the world and the past is insufficient to explain the future" [3, page 132].

Currently, it is very important that each country's personnel management has an internal culture expressing its identity and uniqueness, through which core values will be used to conduct recruitment and employee development. With an internal culture in place, employees will develop identification and devotion, and therefore more conscientious work performance. This will lead to high performance and productivity [1, pages 62-64].

For managers of organizations, especially in the conditions of rapid growth of technology, it becomes imperative to attract and train the best possible workforce.

It is obvious that the process is irreversible, and the development of the economic system in both the upper and lower levels of organizations requires skills to work on new technologies, often not monotonous approaches and professional development. The personnel management models of organizations with foreign shares have a great impact on the formation of the personnel management culture, whose personnel management strategy is primarily aimed at achieving the main goals of the organization through effective and constructive cooperation between employees and managers.

In organizations that profess such values, people and their abilities are seen as the organization's most valuable resource, and its management becomes a strategic priority. The development of human potential is transformed into an investment rather than being classified as an expense item, as was the case in traditional, highly hierarchical bureaucratic organizations.

One of the widespread misunderstandings in the framework of personnel management in RA organizations is that many managers try to directly fix the successful foreign experience in the activities of the staff, introducing values and traditions typical of the value system of foreign management. Meanwhile, for effective personnel management, it is necessary to clearly define the tasks and priorities, taking into account the interacting factors of the external and internal environment of the organization.

Foreign experience in the formation and implementation of personnel policy, although important, cannot be directly transferred to domestic organizations, where the human resource differs in its thinking and perception, for example, from American and Japanese workers. Choosing the right management style is especially important in this regard. The use of a liberal management style, which is often effective in Western practice, in Armenian reality can lead to a decrease in order and responsibility in the organization, and often the use of some elements of authoritarian (one person or a management group) management is more effective, without limiting the possibility of self-expression and creative approaches of employees.

It should be noted with regret that due to the high level of poverty in the economy of the Republic of Armenia, work has turned from a way of life into a means of existence for a large number of people involved in the labor market, and the primary factor of work motivation continues to be the amount of salary, which is a serious obstacle to the full disclosure and use of the employee's opportunities.

It is known that for the formation of strong motivation among employees, it is necessary that the main meaning of work goes beyond the satisfaction of individual's material needs. In this matter, the next stage of a person's social development, in the workplace, the existing personnel management culture and the awareness of the importance of continuous investment in human capital by the organization's management have a crucial role in this matter [2, pages 21-23].

Every manager wants to know what can be done to make subordinates work as efficiently as possible. These approaches focus on human needs, which shape their behavior, and how managers can create the conditions to satisfy employees' needs. The most important condition for achieving this is mastering the methods and mechanisms of motivation.

The problem of motivation and motives of human behavior is one of the key problems of psychology.

Where do the motivations and goals of behavior come from, what do they represent? The answers to these questions are extremely important in discovering the meaning and causes of human behavior.

Currently, the dominant view in both psychology and criminology is that motivation is the subjective cause of human behavior. It is motivation that is the inner, subjective force that predetermines human behavior. But what is motivation, it is the driving force that pushes a person to do something,

in other words, it is the internal or external factor that gives a person energy, charge, motive.

"If you want a person to behave in a certain way, achieve certain results and perform certain actions, the following three components must be present at the same time: motivation, ability and trigger (motivation-ability-trigger)."

According to Fogg's model, human behavior is determined by the product of these three components, that is, the bigger each of them, the closer the human behavior is to the desired one [5, pages 42-44].

Thus, from the middle of the 20th century, such approaches were formed that, among other factors, emphasized the subjective factor of personnel management as a determinant of the effectiveness of the organization.

Moreover, the duality of human behavior in the modern world is becoming so significant that neither sociology nor economics can perform their analyses relying only on traditional models that have been dominant for years.

Summarizing the discussions, it can be noted that the personnel management process, including both unique and general methods, should be derived from the fundamental goals of the organization, aimed at the effective solution of the problems faced by the personnel. At the same time, like any process, personnel management must perform specific functions.

Let's highlight the following:

1. Recruitment and formation of staff with the necessary professional and moral qualities.

Attention should be paid to the fact that currently giving priority only to the mental and physical abilities of employees is not in the general interests of the organization. In most cases, the most important are the moral and psychological characteristics, on the basis of which the group of workers is transformed into a staff. Thus, one of the important functions of the personnel management process is to form a harmonious system - personnel - from a group of individuals through an effective promotion system and management mechanisms.

2. Formation and maintenance of a general favorable morale-psychological atmosphere of the staff as a unified system.

The staff, being a group of individuals with different professional and moral characteristics, is not immune from interpersonal conflicts, although interpersonal conflicts can be overcome thanks to certain measures, however, their prevention is the most desirable option. Accordingly, it is more appropriate to create a healthy morale-psychological atmosphere among the staff, which significantly

reduces the risks of interpersonal conflicts [4, pages 8-10].

3. Providing conditions for self-expression of employees, which enables the innovative and significant ideas of the staff to serve the interests of the organization.

At the same time, this is an incentive for each member of the staff to be more dedicated to the organization, realizing the importance and appreciation of their own personality and effective ideas.

On the other hand, a unique competitive atmosphere is formed, which, ultimately, leads to an increase in the level of efficiency of the organization's activities.

4. Maximum use of the potential of each employee included in the staff, which can be achieved through the creation of a transparent, correct and flexible material promotion system, as well as social guarantees provided by the organization to each employee.

5. Analysis of existing personnel potential and development of prospective development plans.

Taking into account that the above mentioned will be possible only in the conditions of promotion of staff motivation, staff training and evaluation, supporting the processes of adaptation of employees to innovations, as well as socially favorable conditions in the collective and the need for private resolution of psychological problems among individual members, we consider it mandatory to discuss the mentioned issues and identify the problems.

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