



Электронный научный журнал
Южного федерального
университета

УПРАВЛЕНИЕ В
ЭКОНОМИЧЕСКИХ
И СОЦИАЛЬНЫХ
СИСТЕМАХ

2024

№1 (19)

ISSN 2686-9802

Online scientific journal
Southern Federal University



MANAGEMENT IN
ECONOMIC AND
SOCIAL SYSTEMS

2024

No 1 (19)

ISSN: 2686-9802



Институт управления в экономических,
экологических и социальных системах

УПРАВЛЕНИЕ В ЭКОНОМИЧЕСКИХ И СОЦИАЛЬНЫХ СИСТЕМАХ

Электронный научный журнал

№ 1 (19), 2024

<http://journal-mes.ru>

Издание зарегистрировано Федеральной службой по надзору в сфере связи,
информационных технологий и массовых коммуникаций (Роскомнадзор)

Свидетельство о регистрации: Эл № ФС 77-74261 от 23.11.2018 г.

Учредитель: Федеральное государственное автономное образовательное
учреждение высшего образования “Южный федеральный университет”

ISSN 2686-9802

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Периодичность выпуска: 4 раза в год.

Языки: русский, английский.

Посвящен исследованиям: экономики и управления,
права и общества.

Основное содержание: результаты оригинальных
научных исследований и аналитические обзоры.

В журнале публикуются статьи проблемного и
научно-практического характера по следующим
научным направлениям:

05.13.01 Системный анализ, управление и обработка
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MANAGEMENT IN ECONOMIC AND SOCIAL SYSTEMS

Online scientific journal

No1 (19), 2024

<http://journal-mes.ru>

The journal is registered by the Federal Service for Supervision of Communications,
Information Technology and Mass Communications (Roskomnadzor)

Registration certificate: ЭЛ № ФС 77-74261 from 23.11.2018

Founder: Federal State Education Institution of Higher Education
“Southern Federal University”

ISSN 2686-9802

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Release frequency: 4 issues per year

Languages: Russian, English.

Dedicated to research: economics and management,
rights and societies.

Main content: original results research and analytical
reviews. The journal publishes articles of problem and
scientific and practical nature of the following
scientific areas:

05.13.01 System analysis, management and processing
information (by industry);

08.00.00 Economic Sciences;

12.00.00 Jurisprudence;

22.00.00 Sociological Sciences.

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Main audience of the journal: teachers, students enrolled at
universities, heads of government, business representatives.

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HUMAN RESOURCE MANAGEMENT: FROM TAYLORISM TO A FLEXIBLE APPROACH

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The change from industrial to post-industrial modes of production was followed by a change in the forms of labor organization in the world. Today, every manager strives to create conditions that contribute to increasing the efficiency of the company's employees. However, despite the huge amount of theoretical and methodological materials on human resource management that exist in the global information space, every manager has to "reinvent the wheel", since it is not possible to copy this or that successful system of interaction between subjects of labor relations. Understanding and experiencing the entire complex path of evolution of employee coordination mechanisms becomes an urgent management task. This article outlines the main milestones in the development of the idea of human resource management from the rigid principles of scientific management of the late 19th century to the flexible principles of the 21st century.

Keywords: labor relations; scientific management; humanization of labor relations; flexible methods.

Научная статья
УДК 331.104.2

УПРАВЛЕНИЕ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ: ОТ ТЕЙЛОРИЗМА К ГИБКОМУ ПОДХОДУ

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За изменением от индустриальных к постиндустриальным способам производства последовало изменение форм организации труда в мире. Сегодня каждый руководитель стремится создавать условия, способствующие повышению эффективности деятельности работников компании. Однако несмотря на огромное количество теоретических и методических материалов по управлению человеческими ресурсами, существующих в мировом информационном пространстве, каждому руководителю приходится «изобретать колесо», так как скопировать ту или иную успешную систему взаимодействия субъектов трудовых отношений не представляется возможным. Понять, прочувствовать весь сложный путь эволюции механизмов координации работников становится насущной задачей управления. В данной статье обозначены основные вехи развития идеи управления человеческими ресурсами от жёстких принципов научного менеджмента конца 19 века до гибких принципов 21 века.

Ключевые слова: трудовые отношения; научное управление; гуманизация трудовых отношений; гибкие методы.

Human resource management methods are one of the most discussed topics at numerous forums, conferences, and other meetings of business representatives, in many magazines and books. Most managers share their experience gained during the era of industrialization, adding experience in mastering ways to automate certain processes. It seems that everything remains the same, only now it is possible to shift labor-intensive processes to the shoulders of machines. This is where the "trap" awaits them. Focusing only on how personnel management was organized in a particular company during the era of industrialization only leads to the repetition of mistakes. It is necessary to comprehend the entire evolutionary path of this type of management.

Back in the 19th century, scientific management apologist Frederick Taylor outlined the principles of optimizing productive labor. The main thing, in our opinion, is the statement that decision-making by a manager at any level should be guided by taking into account objective connections between any events and their consequences and, thus, subjective opinion cannot be the only basis for any decision. It is logical that the next principle establishes the need for consistency of actions (harmony, according to Taylor) carried out by managers and employees. It is harmony that increases labor productivity. Harmony between managers and employees, based on the implementation of scientific methods, significantly increased their interaction and, as a result, work efficiency. According to F. Taylor, the skills of employees determined the growth of the organization. He advocated for adequate staffing and insisted on employee training as this ensured productivity was maximized [1].

Our research is conducted to identify an important task - simplifying technological processes. In particular, the study of time and motion was one of the fundamental practices that determined the meaning for this situation. The principle behind the conclusion was that by breaking down complex jobs into simpler ones, managers can determine the most efficient way to do something. This requires careful observation and measurement of each step of a given task and rotation to determine the optimal speed of the concatenation. Purpose of the study was to improve efficiency by limiting unnecessary activities, minimizing wasted hours and implementing appropriate work standards. The Congress carried out the scientific selection and employment of specialists whose talent ensures high-quality work performance [2].

This principle requires a mandatory distribution of roles which are aimed at determining their abilities and capabilities. Managers could assess the capabilities of workers, which in turn would compensate for deviations from work and minimize wasted time while accurately assigning individual tasks within their capabilities. Essentially, this approach aimed to improve the overall productivity levels of the entire workforce by optimizing the strengths of individual producers [3].

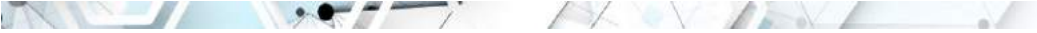
Taylor outlined a completely different payment system than the then existing piece rate compensation system. Workers were paid based on output, i.e., the amount produced per day, as opposed to a fixed wage. This strategy was aimed at establishing a positive relationship between labor inputs and wages, ensuring that workers produce the maximum possible amount of output, because any increase in production will lead to an increase in their income. The point of piecework was to get motivated employees - individualists who cared exclusively about productivity [4]. It must be said that the use of the concept of scientific management significantly increased productivity within organizations. Organizations that have implemented scientific management methods have identified certain inefficiencies in work processes in order to eliminate them by adjusting the optimal path forward. Employees were forced to compete, to demonstrate their zeal and in every possible way to show that their contribution to increasing productivity was very high [5].

High volume-oriented industries such as manufacturing where significant output was expected were able to see the benefits offered by Taylorism with clear evidence through improved rates and reduced operating costs [6].

However, although Taylorism was considered great, the system was not immune to varying degrees of criticism, especially regarding the potential negative consequences it caused for workers and their work environment [7]. A large number of critics argue that work is losing its humanity. Advocating mechanistic and scientific approaches, they highlight Taylor's importance as a great scientist defining work, but in doing so, workers were reduced to machine parts without living concepts in work. Monotonous tasks and the repetitive nature of jobs, à la Taylor, are already causing workers to become dissatisfied as the job progresses.

Taylorism became the driving theory underlying the practice of management in this period however, its perceived blatant shortcomings and critiques led to a crucial development – namely, the human relations movement. Rooting in the 1920s but flourishing during the subsequent decades, this new wave reflected a reaction against economic reductionism propagated by Taylorism towards a revised perspective on work that incorporates considerations related to social

and psychological relationships [8]. In response to the mechanistic vision and dehumanizing elements of Taylorism, the Human Relations Movement intended to highlight humans as factors in



the working mechanism. The leaders of this movement Elton Mayo and his associates did the Hawthorne Studies in which they studied Western Electric at their plant located in Chicago, Illinois [9]. These pioneering studies deconstructed the conventional Taylorism beliefs by highlighting on their effects on labor productivity through social and psychological perspectives [10].

In essence, the Human Relations Movement represented a departure from the Taylorism's emphasis on efficiency through scientific management. It acknowledged that workers are not merely motivated by financial incentives but also by the quality of their relationships within the workplace (Nicotera, 2019). By recognizing the psychological and social dimensions of work, this movement laid the groundwork for contemporary organizational behavior theories and influenced the development of more participative and people-centric management approaches.

In the present-day Human Resource Management (HRM) landscape, Taylorism is a relevant consideration, and it should be treated as an appropriate perspective in certain industries yet highlighted by some challenges that can be attributed to rather humanistic points of view [10]. While the relevance of Taylorism in such industrial fields as manufacturing and some service branch areas has come into question, it proves viable in occupations where standardization was required, such as maintaining consistent products, or in circumstances where exactness was a

key factor for instance, construction. The principles of reproduction studies, selection of workers based on science, and remuneration per unit are applicable in situations where task standardization plays an important role.

However, there is a remarkable change in the HRM setting of the contemporary modern world with more focus on human predominant processes considering to the flaws and exposures that such as Taylorism faced at its deductions. The fact that many organizations realize that concentrating primarily on efficiency marginalizes the human component of work and causes complaints among workers, attrition rate, as well as reducing workforce seeing it is old was not stalled properly cannot be ignored. As a result, modern HRM practices typically combine elements of Taylorism aligned with an element of a humanistic approach for optimizing performance in maintaining welfare for the individuals.

In contemporary HRM the concept of employee engagement is among the key ones on contrary to authoritarian Taylorism. [11]. Contemporary management theories do not see employees as passive units of resources that can controlled, they effectively absolve that employee's involvement in the process of decision-making is valuable [12]. The approach of employee empowerment, therefore, should involve a certain level of control and authorization to act as decision-makers. This encourages worker- ownership and employee responsibility which is directly opposed to Taylorism's managerialist approach of vertical hierarchy. With the empowered employees' motivation, innovation, and dedication to organizational principles are increased hence creating a healthy work culture that shifts towards positiveness.

Furthermore, employee engagement transcends the achievements of task accomplishment and quotas for production. The understanding that indifference, detachment of employees, and only the pursuit of money are not qualities that can contribute to the development of both the employees themselves and the organization, was an important factor in moving forward. Approaches, including open ones communication and repeated feedback that facilitate employee participation in self-improvement. Modern human resource management is aimed at developing employees, correlating their value orientations with organizational values, creating their commitment, and satisfying their interests by increasing productivity. Undoubtedly, all these factors will contribute to the long-term development of the organization itself.

To cater to the shortcomings embodied in Taylorism, alternative management strategies have come into the limelight enabling people to adopt a more broad-based measure of employee prosperity. Many efforts in an attempt to find workable strategies have been established, but total quality management (TQM), lean management, and agile management are some of them that came up as a rejoinder against the limitations of Taylorism thinking alone [13]. TQM believes that employees must always be striving for betterment, as they should be drawn directly from customers' thinking and their continued engagement [14]. It attests to the value additions of employee participation in decision-

making processes, helping to foster an open work culture that emphasizes collaboration and innovation. Likewise, Lean Management seeks to excel in waste removal and efficiency increase; however, it does so by strongly valuing the respect for the employee leading him or her to become engaged in the process of improvement.

Agile Management became one of the leading philosophical principles in today's business, coming from software development and is now presently used across different industries [15]. It is necessarily most about people and fosters a more diverse, fluid way of keeping the work. These contrasting perspectives mark a move away from the inflexible and monarchical structure embedded in Taylorism to a more open-ended process built on employee autonomy. It is due to the principles that consider both social and psychological factors of work, that these management approaches contribute to the working environment, appreciated not only for productivity but also as respecting human factors.

If we talk about the human factor in the 21st century, then of all the characteristics of a person that influence an employee's attitude towards work in general and productivity in particular, we would like to highlight such a flexible skill as "critical thinking". We consider critical thinking of the modern HR manager as a general skill that is realized through specific activities in the workplace. New technologies that fall on the head of everyone involved in production become a joy or a heavy burden depending on the people who are able to think critically. Moreover, more than twenty-five percent of the types of activities that are in demand in the 21st century did not exist at the time of Taylor and his followers, and those that did exist have changed significantly.

Critical thinking is one of the key competencies in scientists' forecasts for the future. They explain this by the fact that almost any information can be found in the public domain. Moreover, information of very different content and quality is "dumped" on the employee in the media, social networks, etc. Understanding what is truly valuable and credible in this stream requires critical thinking skills.

This concept - "Critical thinking" - has a deep history of origin, which led to the identification of a certain unique type from all types of thinking, which is characterized by self-assessment of the results of the manager's mental processes, constant analysis of his own mental activity, and an objective assessment of the facts. A modern manager is constantly forced to make decisions, and here the most productive concept is critical thinking as a person's ability to think not only about something, but about the thinking process itself, which becomes the basis of creative activity.

Thus, by critical thinking we mean:

- reasonable reflective thinking aimed at deciding what to trust and what to do; this is reflexive, it assumes that a person does not just think, but thinks about the thinking process, reflects whether he thinks well..., whether he succeeds, whether it is effective... Moreover, he consciously makes a decision about which sources of information to trust, and what not...

- a person's ability to question incoming information, including his own beliefs; The ability to question not only incoming information, but also one's own beliefs, that is, what was once clearly "written" in the head. This is a sign of the highest level of critical thinking, when you ask yourself to test questions... why do I think this?, how do I know this?, what facts prove this? What from your own experience proves the fact?

- active, consistent, and careful consideration of any belief in the light of the reasons that support it and the consequences to which it leads. That is, the ability to divide one's knowledge into "pleasant" ones, for some unknown reason, and those that have been proven by subsequent experience. The thought center of "mission control" must be, on the one hand, proactive, and on the other, sufficiently receptive to feedback signals. This is the flexibility of thought - the formation of a certain tissue that is filled with new thoughts...

Delving deeper into the concept of "critical thinking," we come to the term "disposition" - the foundation from which critical thinking grows. The basis for using critical thinking is the need to search for options for further development. Certain skills grow from this relationship: To understand that two events are not random, but relate to each other as cause and effect, or as two consequences of one cause, or as two causes of one impact; Take responsibility for using someone else's opinion; Highlight important arguments; Weed out substitution of terms with some meaning that was not

discussed before; Construct arguments qualitatively (a non-qualitative argument is “everyone thinks so”, “it has always been this way”, “this is how it is accepted”, “it happened this way, so it’s the way it should be”); Represent logical and cause-and-effect relationships between concepts and arrange them in order; Analyze the judgments of others and evaluate them according to some system of criteria; Determine the importance of arguments and construct them qualitatively; Notice logical errors, contradictions, substitutions; Find a place for new concepts and facts in a general context.

On the other hand, each new problem that opens can rebuild the structure of the discussion (reasoning). Therefore, it is necessary to highlight what we think is the most important (critical) skill within the entire package of decision-making skills - this is “asking”, since dialogue corresponds to a new type of organization management characteristic of a post-industrial society. And also, the ability to categorize acquired knowledge and build a taxonomy. As soon as a system of categorizing cells is built into which new facts, new knowledge, new concepts can be inserted, we can say that no matter how much new knowledge and facts appear, they can always be “parked” in some correct cell. But it is also possible to rearrange the pattern of cells if new data indicate such a need.

Every organization strives to implement the core principles of the 21st century economy. Today it is clear to almost everyone that the main added value is created by people’s knowledge, their talent, their caring, their ability to analyze, synthesize, recombine and lateral thinking. But companies will only be able to extract value from this knowledge if all this is implemented. The method of implementation can be a discussion, as a result of critical thinking, when in a conversation, in a joint solution of issues, this value “flows into the product.” But this does not happen automatically. Besides, people are different, which in itself is wonderful. If people were the same, discussions would not happen. But there would be no three-dimensional view of reality, in which there is a place for ambitions, risks, feelings, numbers, optimism, skepticism, empathy, the desire for perfection...

Can a team operate successfully? Consisting of so many different people? Of course, different experiences and different paradigms can create value, but they can also give rise to conflicts. What is the differentiator that determines whether such interaction will bring benefit or harm? Exceptional quality of discussions. There is something to discuss. Each company solves 2 types of problems in its work: correction problems (tasks of the gap between bad and good) and development problems (as we planned, we are working, but we can do better). The fact is that in the new world there is a need to set new goals: quantitative or qualitative. And for this we need discussions. The process of a good discussion is comfortable and educational: people come out of it smarter and more expert than when they entered it.

Thus, when discussing, we consider the tasks of correction (from bad to good) and the tasks of development (from good to better). As a rule, a discussion includes opinions, assessments, facts and their interpretation, models, approaches to analyzing the situation, and criteria for what is acceptable. And this discussion should lead us to the actions that need to be taken to change the company’s work for the better. Actions are effective, efficient and those that can be carried out quickly, since later, the situation in our volatile world may become completely different.

And here is important: whether it will work out or not depends on the quality of the discussions. And the fact is that the quality of the discussion based on critical thinking can contribute to working with tasks and making decisions. Therefore, we consider the possibilities of organizing discussions, based, of course, on quantitative and qualitative data, but the discussion itself must become “voluminous”. Volume appears there when we turn on critical thinking and discuss the subject from three sides: expert, psychological, process.

Speaking about critical thinking, we must understand its social nature, since it is not only about a set of certain skills and abilities, but also about a certain behavior of managers and workers, not only about diagnostics, about solving problems, since the real quality of critical thinking is forged, when you need to carry out joint activities with other people. And in a post-industrial society it is not possible to act alone, therefore any human resource management should be built on the principles of a flexible approach.

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For citation:

Amosu A. J., Korsakova T.V. Human resource management: from Taylorism to a flexible approach // Online scientific journal «Management in economic and social systems». 2024. No. 1 (19). URL: <http://www.journal-mes.ru>

Для цитирования:

Амосу А. Дж., Корсакова Т. В. Управление человеческими ресурсами: от тейлоризма к гибкому подходу // Электронный научный журнал «Управление в экономических и социальных системах». 2024. № 1 (19). URL: <http://www.journal-mes.ru>

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The article was submitted 14.02.2024; approved after reviewing 23.02.2024; accepted for publication 26.02.2024.

Статья поступила в редакцию 14.02.2024; одобрена после рецензирования 23.02.2024; принята к публикации 26.02.2024.



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