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HUMANISTIC MANAGEMENT AS THE NEW HUMAN RESOURCE MANAGEMENT STRATEGY

Abstract: As it is known, the culture and mission of the company should guide the human resource management strategy, as part of the organization's strategy, when choosing its priorities. The changes taking place in the world have also led to a change in the organizational cultures of companies and, as a result, lead to a change in HRM strategy. The restructuring of organizational cultures towards values such as health and safety requires a review of HRM strategies and applied human resource management technologies, in particular, the transition to humanistic management as the main HRM strategy. The purpose of the study is to analyze the applied technologies of personnel management in Russian organizations. The main hypothesis was the assumption that organizations currently use human-oriented HR management technologies more often than technology-oriented ones. The information base of the study was a survey of Russian organizations about the technologies of human resource management they use. Descriptive statistics and mean analysis are used as analysis methods. It was revealed that the use of humanistic management is more typical for managers than for workers in lower positions, for companies focused on the internal environment and engaged in purposeful management of organizational culture. Factor analysis revealed stable combinations of HRM technologies, which confirms the influence of organizational culture on the choice of HRM technologies. At the same time, technology-oriented HRM technologies still dominate in the surveyed organizations. The pandemic led to the fact that some of the technologies were used online, but did not change them to humanistic management.

Keywords: Humanistic management, organizational culture, managers, HRM strategy.

1. INTRODUCTION

Humanistic management is one of the areas in the field of personnel management, which focuses on taking into account the interests of employees in the process of personnel management. Historically, this direction originated in the days of the Hawthorne experiments, but it became widespread due to the use of the Corporate Social Responsibility concept in management. Within the framework of humanistic management, it is assumed that the success of personnel management, and, as a result, of the entire business, is based on taking into account the interests of employees. Taking into account the interests of employees, the employer thereby increases their involvement, loyalty, and, ultimately, productivity.

Naturally, in human resources management practices, humanistic management and technology-oriented methods can be used simultaneously, and it is impossible to assess the impact of each method on labor productivity within a single organization. That is why it is necessary to study the methods used in different companies, analyze their prevalence for different categories of personnel, identify factors that influence the choice of certain methods, and assess their impact on labor productivity.

2. LITERATURE REVIEW

An overview of the general ideas of humanistic management is presented in the works of Dierksmeier (2016), Lawrence & Pirson (2015), Pirson & Lawrence (2010), Laasch, O., Dierksmeier, C., Livne-Tarandach, R., Pirson, M., Fu, P., & Qu, Q. (2019). But within the framework of the general approach, it is necessary, in our opinion, to identify separate areas. Thus, as an independent object of research in the field of humanistic management, there are indicators that can be used to assess the state and dynamics of the use of humanistic management methods in an organization. As examples of works devoted to the study of indicators, the following works can be cited: Daley (1986), Mele (2016), Lapina & Stuken (2019).

Another area of humanistic management is the application of the principles of humanistic management to human resource management. Thus, the authors distinguish such areas as labor protection and safety, labor motivation, humanization of labor processes, etc. These areas allow us to focus on individual elements of the labor process, to identify specific problems of humanistic management.

At the same time, it is possible to distinguish such a direction in humanistic management as the analysis of personnel management methods. The founder of this direction can be considered D. McGregor (1960), who described the theory of Y as an example of the strategy of humanistic management. In our opinion, it is the management methods used by the organization that is the implementation of the humanistic management concept. And by choosing methods from the humanistic management group, the organization thereby "gets on the path" of humanistic management. That is why, based on the assessment of the prevalence of the applied methods of personnel management, it is possible to draw general conclusions about humanistic management in business.

3. HYPOTHESES AND METHODS

The main subject of our analysis was personnel management methods used in Russian organizations. There were surveyed 44 companies on the use or non-use of 9 humanistic management methods and 23 technology-oriented methods. The use of these methods was evaluated in the context of individual groups of personnel (workers, specialists, managers).

The main hypothesis was the assumption that the methods of humanistic management are currently dominant. At the same time, we assumed that these methods are most common for managers and companies focused on the internal environment. We also considered the use of the concept of organizational culture as a positive factor in the choice of humanistic management technologies.

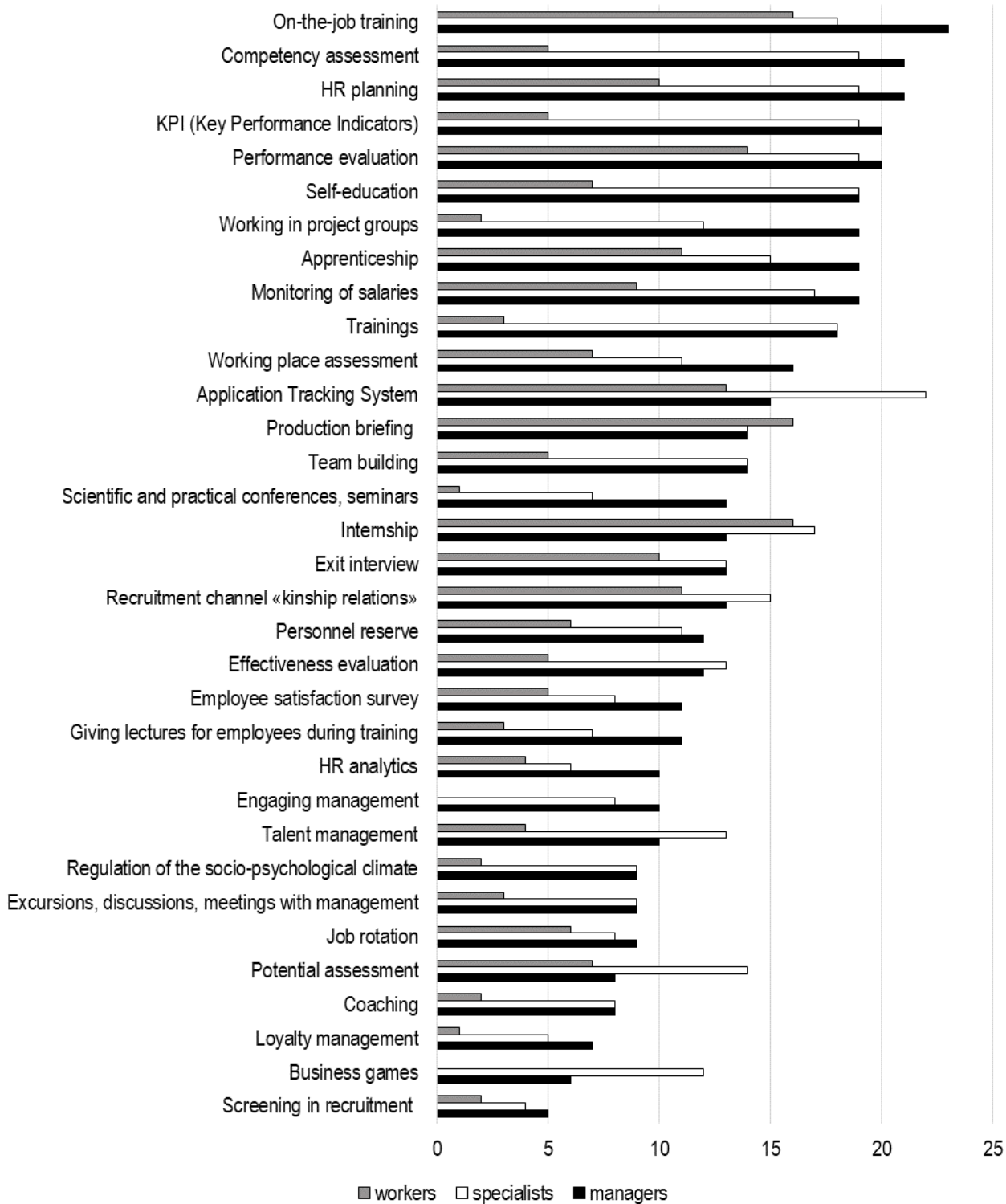
The following methods were used to test the hypotheses: descriptive statistics and mean analysis.

4. RESULTS

At the first stage, there were identified personnel management methods that are currently used in HR practice (picture). At the second stage, these methods were classified into two groups: 1. Methods that translate a technology-oriented approach to personnel management and 2. Methods that reflect a humanistic approach to personnel management. The results of this classification are shown in the table.

The table shows that the methods focused on technology-oriented approach are more common for all categories of personnel. On average, technology-oriented methods are used 3.78 times more often than methods from the humanistic management group. But at the same time, there is a differentiation in their application for different categories. So, for managers, the most common are on-the-job training, HR planning, competency assessment. For specialists – application tracking system, competency assessment, HR planning, KPI, performance evaluation, self-education. And for the workers – internship, on-the-job training, production briefing.

Based on this, it can be concluded that the use of technology-oriented methods is primarily due to the specifics of the activities of each category of personnel and the tasks that are assigned to them. So there are methods (for example, scientific and practical conferences, seminars and working in project groups) that are used primarily for managers. And there are methods (for example, internship and production briefing) that are used primarily for workers. At the same time, if we analyze the frequency of using these methods, they are used half as often for workers as for managers.



Picture: Used personnel management methods, number of organizations
Source: Author

And if we analyze the methods from the group of humanistic management, then there is a completely different situation. Almost all of these methods, with the exception of potential assessment and talent management, are most common for managers. A little less often they are used in relation to specialists. But for workers, the use of humanistic management is rare. These methods are used for workers 2.5 times less often than for managers. That is, comparing the frequency of using HR management methods for managers and workers, we can conclude that the methods of humanistic management are used relatively less often than the methods of the technology-oriented approach. This situation indicates that the principles of the theory of Y (D. McGregor, 1960) are more often applied to managers and specialists in management than to workers.

Table: Technology-oriented and human-oriented methods

Personnel management methods	managers	specialists	workers
technology-oriented methods			
Application Tracking System	15	22	13
Apprenticeship	19	15	11
Business games	6	12	0
Competency assessment	21	19	5
Effectiveness evaluation	12	13	5
Excursions, discussions, meetings with management	9	9	3
Giving lectures for employees during training	11	7	3
HR analytics	10	6	4
HR planning	21	19	10
Internship	13	17	16
Job rotation	9	8	6
KPI (Key Performance Indicators)	20	19	5
Monitoring of salaries	19	17	9
On-the-job training	23	18	16
Performance evaluation	20	19	14
Personnel reserve	12	11	6
Production briefing	14	14	16
Scientific and practical conferences, seminars	13	7	1
Screening in recruitment	5	4	2
Self-education	19	19	7
Trainings	18	18	3
Working in project groups	19	12	2
Working place assessment	16	11	7
human-oriented methods			
	managers	specialists	workers
Coaching	8	8	2
Employee satisfaction survey	11	8	5
Engaging management	10	8	0
Exit interview	13	13	10
Loyalty management	7	5	1
Potential assessment	8	14	7
Regulation of the socio-psychological climate	9	9	2
Talent management	10	13	4
Team building	14	14	5

Source: Author

The next hypothesis was that the methods of humanistic management are more common for companies dealing with organizational culture issues. This hypothesis was confirmed. Indeed, in such organizations, the methods of humanistic management are used 2.88 times more often than in organizations that do not deal with organizational culture issues. In our opinion, this is due to the fact that the very concept of organizational culture is a kind of humanistic management, so companies focused on it choose the appropriate methods of personnel management.

Further, we assumed that the methods of humanistic management are more typical for organizations focused on the internal environment. But the means analysis showed that the methods of humanistic management are equally represented both in organizations focused on the internal environment and in organizations focused on the external environment. There were found no statistically significant differences.

5. CONCLUSION

Thus, the study showed that currently, the methods of humanistic management are less common than technology-oriented methods. At the same time, for managers and specialists, the methods of humanistic management are used more often than for workers. Also, the use of these methods is positively influenced by the fact that organizations take into account the peculiarities of organizational culture in their management process.

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