

COMPARATIVE ANALYSIS OF MANAGEMENT CONCEPTS

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Abstract: This article explores the main concepts of management theory and their key ideas. A comparative analysis of various sociological approaches to management, definitions and descriptions given by various theorists of modern sociology is carried out. An analysis of definitions and characteristics that meet the latest requirements and needs of our time is carried out. Theoretical and methodological issues of applying the management system in practice are scientifically substantiated, ideas related to issues of improving the quality of management are analyzed. Particular attention is paid to the concepts of M. Weber, F. Taylor and A. Fayol, E. Mayo, which, in the author's opinion, most closely correspond to modern concepts. The author presents the results of the comparative analysis, highlights the main concepts as a complex of scientific and methodological support for the optimal implementation of the management model at the current stage of social development.

Key words: management, sociology of management, methodology, M. Weber, F. Taylor, A. Fayol, E. Mayo, theory, methodology, comparative analysis.

Introduction

Social aspects of management issues are considered within the framework of the sociology of management and the sociology of organizations. At present, management refers to a complex and multi-level system, with a hierarchy, its own structure, managing and managed subsystems, with horizontal and vertical connections. The stability of the entire hierarchical structure is based on the system of social relations, which is characterized by relative stability, regularity and repeatability. In the modern world, the processes of globalization and informatization cause the complication of the entire system of social connections, the formation of

new subsystems in hierarchical structures, the transformation of the entire system of social interaction, including management structures. In this regard, it is of interest to study classical and modern sociological approaches to the problem of management, identifying elements that may be key to understanding management systems at the current stage of social development.

Material and Methods

The methodological basis is a comparative analysis of both classical and modern management concepts, theoretical and methodological issues of development of management methods and mechanisms, search for ways to improve the social aspects of the management system based on the principles of scientificity and objectivity. The article examines the conceptual approaches to management of such researchers as O. Comte, G. Spencer, E. Durkheim, T. Parsons, M. Weber, F. Taylor, A. Fayol, E. Mayo, who analyzed management through the prism of the sociological approach.

Results

Management issues occupy one of the central places in the concepts of the classics of sociology. In particular, O. Comte noted that management is a key function in the development of society. It prevents the dispersion of ideas, feelings and interests, which he calls a fatal tendency. O. Comte singles out management as a natural and necessary part of the social structure, and not as an artificial superstructure. Thus, management is a natural and inherent function of society, which significantly distinguishes O. Comte's approach from the views of T. Hobbes, J. Locke and J.-J. Rousseau [1].

G. Spencer noted that human society develops from simple to complex, and, accordingly, management issues also become more complex. Evolution causes the emergence of an increasingly complex hierarchy of society, but this complication is a long-term process that requires small and consistent changes [2]. The inevitability of evolution implies the constancy of the process of change, the transition from simpler to more complex and diverse processes, which expresses the progress of civilization. Evolution and progress occur continuously and with increasing speed. Management is

based on agreements between individuals pursuing their own interests. Voluntary agreements are characteristic of a "good" society and allow individuals to pursue their interests without violating the general social order and hierarchy.

State intervention in the affairs of individuals violates natural agreements and can destabilize social order. Excessive state intervention can destroy evolutionary progress, causing a return to earlier forms of social management, which are characterized by the suppression of individual freedoms and initiatives [3].

J. S. Mill examined the known forms of public administration and concluded that democracy is a necessary part of it, while developed democracy, based on representative government, provides the best conditions for the development of both individuals and society as a whole. Personal freedom is the main value for J. S. Mill, since it acts as a fundamental basis for the development of individual abilities and potential [4].

M. Weber identified several key elements for effective management. These include a strict hierarchy, legitimacy of power, division of labor, which are complemented by initiative, high qualifications and rational thinking of management personnel. The rule of law and the implementation of prescribed norms complement the necessary elements of management.

Legitimacy of power in management means support and trust in the manager from subordinates. When employees unquestioningly and accurately carry out the orders of the manager, this naturally and logically affects the level of efficiency of the company. M. Weber considered it important to fully document the management process. Weber emphasized that all orders and instructions should be given and stored in writing. This ensures transparency and accountability. Written documents serve as official records that can be verified and analyzed [5].

Weber developed the concept of rational bureaucracy, which is based on a strict hierarchy with a clear system of statuses and roles in the organization, strict subordination, formal rules and procedures with established norms, laws and regulations that regulate the activities of employees, written orders and orders, which ensures transparency and accountability, minimizing staff turnover to maintain a high

level of competence. E. Durkheim singled out the concept of social cohesion as an extremely important factor in the management and development of society. Durkheim argued that the degree of social cohesion is a key factor determining the progressiveness of society. He studied its impact on economic and political power, the formation of religious forms and the process of division of labor.

In general, the division of labor plays an important role in the formation of social cohesion and provides mechanisms for interaction and cooperation between people. To ensure the sustainability and progressiveness of society, it is necessary to skillfully balance between mechanical and organic solidarity, taking into account the individual and collective needs and interests of all members of society [6].

Discussion

Classical sociology considers management problems in the context of social processes as a whole, without focusing on the social aspects of the management level. Management issues concern a wide range of areas of society, from social [7] to political development [8]. In this regard, F. Taylor is usually considered the creator of modern management theory.

F. Taylor called the main goal of management to be ensuring maximum profit, while achieving maximum welfare for each employee employed in the enterprise. Employees must be stimulated, and incentives must be material rewards, only in this way can "laziness" in the workplace be overcome.

Combining maximum profit and maximum welfare of employees requires harmonious management that takes into account the interests of all parties. This is possible through training and advanced training of employees to improve their productivity, the use of advanced technologies and management methods to improve the efficiency of the enterprise, the development of reward and recognition systems that encourage high-quality work of employees, long-term planning and adaptation to changing market conditions to ensure sustainable profit.

Thus, successful enterprise management should strive to achieve maximum profit and maximum welfare of employees, which, in turn, contributes to the stable and sustainable development of the organization [9].

A. Fayol in his works was one of the first to attempt to develop general principles of management and to analyze various duties, the performance of which constitutes the essence of the activities of the company's manager. He created the so-called administrative theory of management. A. Fayol argued that to manage means to lead an enterprise to a certain goal, extracting the maximum from the available resources.

Management includes the following types of activities:

- technical: production of goods or services;
- commercial: purchase of raw materials and sale of products;
- financial: search for and efficient use of capital;
- protective: ensuring the safety of employees and property;
- accounting: accounting and analysis of financial transactions;
- administrative: includes personnel management and organization of work

[10].

A. Fayol identified 14 principles of management, which became the foundation of his theory. These include division of labor, power and responsibility, i.e. managers should have the right to command, but at the same time should be responsible for their actions, discipline, one-man management, unity of leadership, i.e. all actions aimed at achieving one goal should be coordinated by one manager, subordination of private interests to general ones, when the interests of the organization are more important than the interests of individual employees or groups, remuneration of personnel as fair wages to motivate employees, centralization, i.e. the optimal ratio between centralized and decentralized management, scalar chain, i.e. a clear hierarchical structure, order in the form of appropriate placement of people and materials to ensure efficiency, fairness, stability of the workplace as a factor in increasing productivity, employee initiative, corporate spirit [11].

E. Mayo made a significant contribution to understanding the social aspects of work and employee motivation. The main theses of Mayo's concept can be summarized as follows. People are primarily motivated by social needs, such as the

need for belonging, recognition, and respect. Each person's individuality is expressed and developed through his or her relationships with other people in the organization.

People feel unique and significant through their relationships with colleagues. Interaction with other employees plays a key role in the formation of personal identity and job satisfaction.

As a result of the Industrial Revolution and the subsequent rationalization of the labor process, work became more mechanical and routine, which reduced its attractiveness to workers. In conditions where the work itself lost its appeal, people began to seek satisfaction in social interactions and relationships with colleagues.

E. Mayo believed that people are more responsive to the social influence of a peer group than to formal control and incentive measures from management. The group has a significant impact on the behavior and attitude of employees. Informal groups and their norms of behavior can play a decisive role in shaping the working climate and employee motivation.

Employees respond to the manager's orders if he can satisfy their social needs and desire to be understood. A manager who is able to create a favorable social environment and maintain open communications helps to increase motivation and work efficiency. An effective manager must show empathy, understand and take into account the social needs of his subordinates, which helps to create an atmosphere of trust and mutual understanding.

A key role was played by the 12-year study (Hawthorne Experiment), which revealed the importance of informal relationships between members of the organization and their impact on labor productivity. Informal relationships in small groups have a significant impact on the entire production process, in particular, they can contribute to more effective implementation of management orders or sabotage them. In this regard, it is important to manage informal relationships, strengthening them on the basis of cooperation between employees and management [12].

Conclusion

The study of social aspects of management issues in modern sociology goes back to the ideas of the classics of this science. The classics of modern sociology

singled out management as a key and natural function of society. Thus, M. Weber noted that the effectiveness of management depends on a strict hierarchy, legitimacy of power, division of labor, as well as initiative, high qualifications and rational thinking of management personnel.

F. Taylor is usually considered the creator of modern management theory. He called the main goal of management to ensure maximum profit, while achieving maximum well-being for each employee. A. Fayol was one of the first to attempt to develop general principles of management and analyze various functional responsibilities, the implementation of which constitutes the essence of the activities of the company's manager. He created the so-called administrative theory of management. E. Mayo argued that people are mainly motivated by social needs, and interaction with other employees plays a key role in the formation of personal identity and job satisfaction. Informal groups and their norms of behavior can play a decisive role in shaping the working climate and employee motivation. A manager who is able to create a favorable social environment and maintain open communications helps to increase motivation and work efficiency.

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