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NECESSITY OF PERSONNEL MANAGEMENT

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ABSTRACT

Now days due to complexity in business and management the term Personal Management has got a remarkable importance. Personal Management is that phase of management which deals with the effective control and use of manpower as distinguished from other sources of power. Personal management is the sequence in which individuals set goals and outline short- and long-term strategies to fulfill those goals. Because personal management is highly individualized, no two people approach the system of goal fulfillment in the same ways. However, certain guidelines exist to help all types of people realize their financial, spiritual, educational and romantic goals. This research paper discuss the necessity and nature of personnel management.

KEYWORDS: *Complexity, Business, Manpower, Goals, Strategies, Realize.*

INTRODUCTION

Personnel management involves procedures and practices through which human resources are managed (i.e., organized and directed) towards the attainment of the individual, social and organizational goals. By controlling and effectively using manpower resources, management tries to produce goods and services for the society.

“Its objective is to understand what has happened and is happening and to be prepared for what will happen in the area of working relationships between the managers and the managed.”

Prof. Jucius has defined personnel management as : ‘The field of management which has to do with planning, organizing, directing and controlling various operative function of procuring,

developing, maintaining and utilizing a labour force, such that the : (a) objectives, for which the company is established are attained economically and effectively; (b) objectives of all levels of personnel are served to the highest possible degree; and (c) objectives of the community are duly considered and served.”

According to this definition, personnel management is concerned with the managerial (planning, organizing, maintenance and utilisation) functions, with a view to attaining the organizational goals economically and effectively and meeting the individual and social goals.

Edwin Flippo states: “Personnel management is the planning, organizing, directing and controlling of the procurement, development,

compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished.”

This definition is a comprehensive one and covers both the management functions and the operative functions. The purpose of all these functions is to assist in the accomplishment of basic objectives.

According to French, “Personnel Management is the recruitment, selection, development, utilization of and accommodation of human resources by organization. The human resources of an organization consist of all individuals regardless of their role, who are engaged in any of the organization’s activities.”

Personnel management, has been defined by Scott and others thus:

“It is that branch of management which is responsible, on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and group. The objective is to attain maximum individual development, desirable working relationship between employers and employees and effective molding of human resources. As contrasted with physical resources .”

The Institute of Personnel Management, London, formulated an official definition of personnel management after the Second World War and modified it in 1965 to incorporate progressive trends and professional developments in the U.K. The two definitions are reproduced below:

“Personnel Management is that part of the management function which is primarily concerned with the human relationship within an organization. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual, enables all those engaged in the undertaking to make their maximum personal contribution to the effective working of that undertaking.” (1945)

“Personnel Management is that part of management concerned with people at work and with their relationship within an organization. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and having regard for the well-being of the individual and of working groups, to enable them to make their best contribution to its success.”

CONCEPT OF PERSONNEL MANAGEMENT

On the basis of the various definitions given above, a few basic facts and characteristic may be noted about Personnel Management.

First, Personnel Management is concerned with managing people to “ at work. Such people or personnel do not simply refer to “ rank and file employees” or “unionized labour” but also include “higher personnel” and “non-unionized labour” In other words it covers all level of personnel, including blue-collared employees (craftsmen, foremen, operatives and labourers), and white-collared employees (professional, technical workers, managers, officials and proprietors, clerical workers and sales workers). The shape and form that personnel administrative activity takes. However, may differ greatly from company to company; and to be effective, it must be tailored to fit the individual needs of each organization.

Second, it is concerned with employees, both as individuals as well as group, the aim being to get better results with their collaboration and active involvement in the organization’s activities, i.e., it is a function or process or activity aiding and directing individuals in maximizing their personal contribution.

Third, personnel management is concerned with helping the employees to develop their potentialities and capacities to the maximum possible extent, so that they may derive great satisfaction from their job. This task takes into consideration four basic elements, namely, the capacities, interests, opportunities and personality of the employees.

Capacities – referring to those abilities or attainments, inherited or acquired, that an employee has, is capable of and must to a certain degree exercise in his work.

Interests – not only an individual’s desires and ambitions, but also his instinctive impulsive tendencies, vague yearnings, and ill-defined cravings that may or may not stir him to his fullest action in performing his duties.

Opportunities – not only opportunities for advancement, but opportunities to exercise his capacities and satisfy his interests.

Personality – the sum total of a workers’ reaction to his experiences and environment, personality is manifest by an individuals’ reception by others. The employees’ personality has great influence upon his opportunities.

Since the employee is both a social and economic entity, possessing different characteristics in various work situations; there can be a perfect adjustment of the employee in his work unit if he possesses the exact capacities required for the work.

The work similarly affords the opportunity for exercising these capacities, and his interests are generally satisfied in the performance of his job. However, a happy combination of the four elements are seldom achieved in actual practice; and a lack of balance forms one of the major causes of waste in production. The best or ideal personnel management, therefore, recognizes the individual differences involving these elements and tries to eliminate or reduce them. Field of discipline, personnel management is faced with many challenging problems centering around social responsibility, work design, staffing, style of leadership and supervision, compensation and appraisal, collective bargaining, organizational development and organizational climate.

Fifth, personnel management is of a continuous nature. In the words of George R. Terry : "It cannot be turned on and off like water from a faucet; it cannot be practiced only one hour each day or one day a week. Personnel management requires a constant alertness and awareness of human relations and their importance in everyday operations."

CONCLUSION

Finally, personnel management attempt at getting the willing co-operation of the people for the attainment of the desired goals, for work cannot be effectively performed in isolation without the promotion and development of an esprit de corps.

Taking the above characteristics into consideration, it may be observed that personnel management is an approach; a point of view; a new technique of thinking and a philosophy of management, which is concerned not only with managing people, but also with solving the human problems of an organization intelligently and equitably, and in a manner which ensures that employees' potential is properly developed, that maximum satisfaction is derived by them from their work, that the objectives of the organization are achieved and that good human relations are maintained within the organization.

Personnel management can be of full value to an organization only when it is consistently thought out and applied at all levels and to all management functions; in corporate policies, in the systems, procedures and in employment practice, etc. This integrative aspect of personnel management is, therefore, of vital importance.

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