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Roll # 1

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

According to Filippo, “Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.”

According to Breech, “Personnel Management is that part which is primarily concerned with human resource of organization.”

Nature of Personnel Management

1. Personnel management includes the function of employment, development and compensation- These functions are performed primarily by the personnel management in consultation with other departments.
2. Personnel management is an extension to general management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern.
3. Personnel management exist to advise and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization.
4. Personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. The problems and grievances of people at work can be solved more effectively through rationale personnel policies.
5. It is based on human orientation. It tries to help the workers to develop their potential fully to the concern.
6. It also motivates the employees through its effective incentive plans so that the employees provide fullest co-operation.
7. Personnel management deals with human resources of a concern. In context to human resources, it manages both individual as well as blue- collar workers.

Role of Personnel Manager

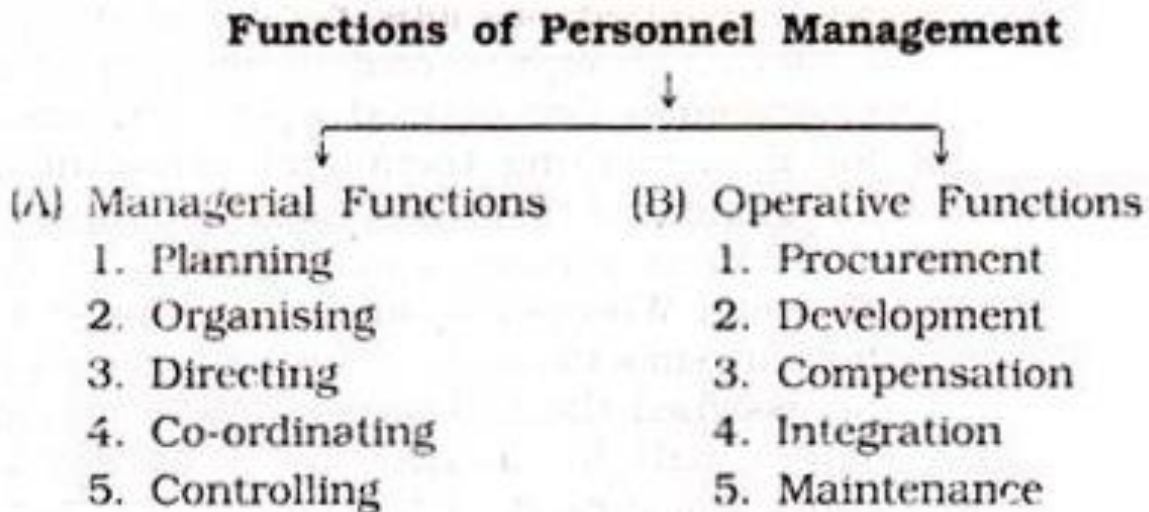
Personnel manager is the head of personnel department. He performs both managerial and operative functions of management. His role can be summarized as:

1. Personnel manager **provides assistance** to top management- The top management are the people who decide and frame the primary policies of the concern. All kinds of policies related to personnel or workforce can be framed out effectively by the personnel manager.
2. He **advices the line manager** as a staff specialist- Personnel manager acts like a staff advisor and assists the line managers in dealing with various personnel matters.
3. As a **counsellor**, - As a counsellor, personnel manager attends problems and grievances of employees and guides them. He tries to solve them in best of his capacity.
4. Personnel manager acts as a **mediator**- He is a linking pin between management and workers.
5. He acts as a **spokesman**- Since he is in direct contact with the employees, he is required to act as representative of organization in committees appointed by government. He represents company in training programmes.

Functions of personnel management may be discussed under two broad categories:

(A) Managerial Functions.

(B) Operative Functions.



A. Managerial Functions:

Management aims at getting things done by others. Managerial functions deal with planning, organizing, directing, coordinating and controlling the activities of employees in an enterprise.

These functions are discussed as follows:

1. Planning:

Planning involves thinking in advance. It is the determination of strategies, programmes, policies, procedures to accomplish organizational objectives. Planning is a difficult task which involves ability to think, to predict, to analyse, and to come to decisions. In the context of personnel management, it requires the determination of human resource needs.

Planning would involve:

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- a. Determining the needs of persons;
- b. Deciding the sources of procuring them;
- c. Determining training needs of personnel;
- d. Selecting motivators for getting good performance from employees.

The first step in planning is the determination of human resource needs. The estimations should be based on the requirements of different departments. There should be sufficient number of persons in the organization so that all jobs are properly performed. Not only present but also future needs of persons should be properly determined.

After determining personnel needs, there should be a decision to employ them. Right type of persons should be employed for getting good performance from them. The training needs of workers should also be pre-determined so that proper steps are taken to improve right type of training. To motivate workers for improving their performance a number of financial and non-financial incentives should be selected.

2. Organizing:

Organization is a process of allocating the task among its members for achieving organizational objectives. This is done by designing the structure or relationship among jobs, personnel and physical factors. For achieving enterprise goals a number of plans, policies and programmes are decided upon. Organization is a channel for implementing them and achieving good results. The assignment of tasks and fixing of responsibilities will be the function of personnel management.

It decides who should do what. Who is responsible to whom? These decisions will help in smooth working of the organization. Everybody will be assigned the task according to his capacity and calibre. There will be a system assessing performance and communicating it to the appropriate persons. Setting up a good organizational structure where everybody is clear about his role is the responsibility of personnel management.

3. Directing:

It is the basic function of managerial personnel. Directing means telling people to do a particular work. It does not mean only issuing orders to employees but also ensures that they perform as per the directions. The employees are also given instructions for carrying out their task. The orders and instructions should be clear and precise so that these are obeyed properly.

Motivating employees to accomplish their task is also a part of directing function. The circumstances, psychology, economic and social factors influencing employees should be taken into consideration while selecting the techniques of motivation. Though all these decisions are taken by the top-level management but personnel department is consulted at every stage. The effectiveness of various plans and policies for motivating employees is also undertaken by personnel department.

4. Coordinating:

Organizational objectives will be achieved only if group activities in the enterprise are coordinated effectively. There may be a problem of each group or department trying to pursue its own goals without bothering about overall objectives. A coordinated approach will help in achieving common goals.

Coordination of personnel is required at all levels of management. Personnel department coordinates the task of developing, interpreting and reviewing personnel policies and programmes related to employees. The final decisions may be left to line managers, but personnel department makes suggestions for improvements.

5. Controlling:

Controlling is the act of checking, regulating and verifying whether everything occurs as per the standards set and plans adopted. The performance of persons is regularly reviewed to find out whether it is going according to the standards or not. In case, performance is low then steps are taken to improve it in future. Controlling function involves reviewing performance and taking corrective measures.

B. Operative Functions:

These functions are related to the procuring, developing, compensating, integrating and maintaining a workforce for attaining organizational goals. These functions are also known as service functions.

Various operative functions are discussed as follows:

1. Procurement:

This function relates to the procuring of sufficient and appropriate number of persons for carrying out business work. The needs of the organization should be assessed to find out the requirements of persons. Besides number, the procurement of suitable persons is also essential. For this purpose, the requirements of various jobs should be studied for fixing the educational and technical experience of persons expected to man those jobs. Only the right type of persons will be able to give satisfactory results.

2. Development:

The development function is concerned with the development of employees by increasing their skill and proficiency in work. The persons are given proper training through various methods so that their performance is better in undertaking the jobs. Proper job description will enable the employees to know their weak points in performing various jobs. Training programmes are made suitable to cover up deficiencies in workers' performance.

Sometimes employees are given on-the-job training to acquaint them with real work situation. There can be lectures, discussions, demonstrations to improve the skill of employees. To give wide experience of various jobs a method of rotation may also be followed. In this method employees are put on various jobs in rotation so that they have the experience of all of them. All these methods are followed to improve the skill of employees for making them suitable for the jobs.

3. Compensation:

It is concerned with securing adequate and equitable remuneration to persons working in the organization. Job analysis will enable in fixing the remuneration for various jobs. The needs of the jobs and qualifications of persons who will take up those jobs should be taken into consideration while fixing remuneration. If the employees are paid less than they should have got, they may leave the job at an earliest opportunity. So compensation should be fixed in such a way that it is able to attract and retain suitable persons in the organization.

4. Integration:

Integration is concerned with the attempt to effect reconciliation of individual, organization and social interest. It involves infusing among employees a sense of belonging to the enterprise. The employees should identify their personal interest with that of the organization. They should have a feeling that everything good of the enterprise will also be in their interest. This will bring about harmony of interests both of employees and the organization. There should be proper communication channel at all levels. The grievances of employees should be redressed at the earliest. This will help in creating good industrial relations and will integrate them.

5. Maintenance:

This function deals with sustaining and improving conditions that have been established. Better conditions of work should be maintained at all times. The employees will feel happy to work under such conditions. These conditions include establishment of health, sanitation and safety standards. If working conditions deteriorate, then employees will be prompted to leave the enterprise. Personnel department is put in charge of providing and maintaining healthy and conducive working conditions in the enterprise.

Principles of Personnel Management:

Principles of personnel management help the personnel managers to conduct and direct the policies in a proper way.

These principles are:

1. Principle of Maximum Personnel Development:

By this principle, the workers are developed to the maximum extent, so that their developed ability, cleverness, productivity and efficiency can be used for the firm's objective.

2. Principle of Scientific Selection:

This principle enables to have a right person for the right job.

3. Principle of High Morale:

Ideal wage policy should be offered to the workers so that their morale becomes high and they work with interest.

4. Principle of Dignity of Labour:

The labour should feel proud of their work.

5. Principle of Team Spirit:

Team spirit must be developed in the workers. They should work collectively with collective responsibility, and should have sense of cooperation, unity and mutual trust.

6. Principle of Effective Communication:

There must be effective communication between the management and workers otherwise complex problems like mistrust, hatred and ill- will arise which in turn affects the production of the organisation.

7. Principle of Joint Management:

This creates responsibility in the labour with increasing mutual faith and friendship. This improves the labour relations.

8. Principle of Fair Reward:

Labour should be given proper compensation for the work. This develops industrial piece.

9. Principle of Effective Utilisation of Human Resources:

Personnel management should be developed for the effective use of the human resources. Proper training should be awarded to the personnel for their development.

Methods of personnel management

The methods of the personnel management system are methods of influencing the collectives and individual employees in order to coordinate their activities in the process of the organization's functioning.

Let's consider three groups of methods of personnel management: administrative (organizational), economic and socio-psychological (Table 3.2).

Table 3.2

HRM methods

Administrative	Economic	Socially - Psychological
<p>Formation of the structure of personnel management;</p> <p>development and approval of administrative norms and standards;</p> <p>Legal regulation;</p>	<p>technical and economic analysis and justification;</p> <p>Planning;</p> <p>material incentives and the establishment of material subsidies;</p>	<p>the socio-psychological analysis of employees of the collective;</p> <p>social planning;</p> <p>employee participation in management;</p> <p>social and moral stimulation of the development of the team;</p>

the publication of orders and orders; selection, selection and placement of personnel; development of regulations, job descriptions, standards; the establishment of administrative sanctions and rewards	lending; participation in profits and capital; the establishment of economic norms and standards; insurance; the establishment of material sanctions and rewards	satisfaction of the cultural and spiritual needs of the staff; the establishment of social norms of conduct; creating a normal social and psychological climate setting moral sanctions and rewards
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Administrative (organizational) methods of process management is a system of influencing organizational relations for achieving specific goals. The performance of the same work is possible in different organizational conditions, with different types of organization: strict regulation, flexible response, setting common tasks, establishing permissible limits of activity, etc. In identifying the most effective type of organizational impact for certain conditions, and high-quality execution of works, organizational methods of management find their manifestation.

Organizational regulation determines what a management employee should do and is represented by provisions on structural divisions that establish the tasks, functions, rights, duties and responsibilities of the organization's departments and services and their managers. The application of the provisions makes it possible to evaluate the results of the activities of the structural unit and make decisions about the moral and material incentives of its employees.

The orderly influence is expressed in the form of an order, order or instruction, which are legal acts of a non-normative nature. The regulatory impact more often than the organizational one, requires control and verification of performance, which must be clearly organized. For this purpose, a unified procedure for registering, registering and monitoring the execution of orders, orders and instructions is established.

Economic methods of personnel management - a combination of ways to influence by creating economic conditions that motivate the organization's employees to act in the right direction and achieve the tasks

assigned to it. Among the economic methods of influence are allocated planning, financing, pricing, incentives, insurance.

The effective organization of wages in accordance with the quantity and quality of labor has an immense significance in the system of material incentives. Under the market system of management, in the context of the complex interaction of the system of prices, profits and losses, demand and supply, the role of economic management methods is strengthened. They become the most important condition for creating an integrated, effective and flexible system of managing the economy of the organization.

Socio-psychological methods of personnel management are methods of influencing the management object based on the use of socio-psychological factors and directed at managing the social and psychological relations that develop in the team. Include the following set of methods of influence: the formation of labour collectives, taking into account the socio-psychological characteristics of people, abilities, temperament, character traits, which creates favourable conditions for their joint activities; the introduction of a system of social regulation, which involves the use of contracts, obligations, the establishment of the order of distribution of goods, the order of their receipt; social stimulation - creating an atmosphere of social and psychological interest in the performance of any important work or in general in achieving certain goals and results.

Sociological methods allow you to determine the appointment and location of employees in the team, identify leaders and provide their support, link people's motivation with the final results of production, ensure effective communication and conflict resolution in the team. Sociological research methods are a reliable tool for working with staff, they provide the necessary data for the selection, evaluation, placement, training, development of personnel and provide an opportunity to reasonably make personnel decisions. When questionnaires can collect the necessary information through a mass survey of people using specially selected questionnaires. Interviews are an ideal variant of conversation with the head. A sociometric method is necessary in the analysis of relationships in a team, when an informal leader is formed through the construction of a matrix. The method of observation makes it possible to identify the qualities of employees that are found only in an informal setting or in emergency situations. Interviewing is a common method in business negotiations, employment, educational activities.

Psychological methods play an important role in the work with the staff, since they are aimed at the specific personality of the employee, as a rule, strictly personified and individual. Their main feature is the appeal to the inner world of a person, his personality, intellect, images and behaviour, in order to direct the inner potential of a person to solve specific problems of the organization.

The application of human resources management methods depends on the established norms and values of the work collective, as well as on the organization's goals (Figure 3.1).

Thus, the methods of personnel management contribute to the implementation of the entire range of work related to the effective management of the organization.

IMPORTANCE OF PERSONNEL

MANAGEMENT

Staying Competitive: -

Part of personnel management is developing training for employees and providing the resources they need to stay up-to-date on their jobs some of those resources include an on site library of industry information encouraging employees to continue their education by subsidizing tuition costs and notifying employees of seminars and classes that would assist in the development of their job skills. When used in this manner, personnel management keeps your workforce currency on the changes in the industry it allows your company to adapt quicker to changes and keeps you ahead of the competition.

Retention: -

Human resources professionals focus on personnel manager from the employees first interview through the rest of employees tenure a competition pay plan and benefits package entice employees to work for your company ongoing administration of benefits , employees carrier advancement and an interactive review process by departmental managers help the employee to develop to her maximum potential when personnel management is effective for each employee from the beginning of employment , it result in a higher retention rate.

Team work: -

Effective personnel management creates strong bonds between the company and the employee and it also encourages employees to develop a sense of teamwork. Team building exercises help employees learn to work together , and that works together with the focus on the individuals to create a stronger personnel framework employees understand their role within

the company and they learn to respect the roles of others company decision follow their proper channels and the structure of the organization in strengthened .

Managerial effectiveness :-

One of the more importance relationship for any company is the one between a manager and an employee by developing the employee and the team the staff understands how its action affect the productivity of the entire department when employees take a personnel interest in the productivity of their department this helps managers to focus more on departmental procedures and employee development while having to focus less on administrative responsibilities such as dispute resolution and employee turnover.

OBJECTIVES OF PERSONNEL

MANAGEMENT

(1) To achieve an effective utilization of human resources in the achievement of organizational goals.

(2) To establish and maintain an adequate organizational structure and a desirable working relationship among all the members of an organization by dividing of organization tasks in to functions , position , jobs and by defining clearly the responsibility accountability authority for each job and its relation with others jobs personnel in the organisation .

(3) To generate maximum individuals / group development within an organisation by offering opportunities for advancement to employees through training and job education or by effecting transfers on by offering retraining facilities .

(4) To recognize and satisfy individual needs and group goals by offering an adequate and equitable remuneration economic and social security in the from of monetary compensation and protection against such hazards of life as illness , old age , death , unemployment etc. so that the employees may work willingly and co-operate to achieve an organisation goals .

(5) To maintain a high moral and better human relation inside on organisation by sustaining and improving the conditions which have been established so that employees may stick to their jobs for a longer period .

(6) To secure the integration of the individuals and groups with an organisation by reconciling individual /group with those of an organisation in such a manner that the employees feel a sense of involvement commitment and loyalty towards it in the a sense of such an integration, friction may develop in an organisation which may lead to its total failure friction produces inefficiency friction may result from political aspirations, from difficulties in communication and from faults inherent in a particular organizational structure.

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