

## **1. Personnel Management/A.K.A Human resources**

**1.1 Origin of personnel management:** The earliest forms of Personnel Management were the working arrangements struck between craftsmen and their apprentices during the pre-Industrial cottage-based guild system. The apprentice lived in the workshop or home of his master, and the master took care of his health and welfare.

Personnel management is the administrative discipline of hiring and developing employees so that they become more valuable to the organization. It includes (1) conducting job analyses, (2) planning personnel needs, and recruitment, (3) selecting the right people for the job, (4) orienting and training, (5) determining and managing wages and salaries, (6) providing benefits and incentives, (7) appraising performance, (8) resolving disputes, (9) communicating with all employees at all levels

Many students of management and laypeople often hear the term HRM or Human Resource Management and wonder about the difference between HRM and the traditional term Personnel Management. In earlier times, the Personnel Manager of a factory or firm was the person in charge of ensuring employee welfare and interceding between the management and the employees. In recent times, the term has been replaced with HR manager. This article looks at the differences in usage and scope of functions as well as the underlying theory behind these nomenclatures. In the section on introducing HRM, we briefly looked at the main differences. We shall look into them in more detail here.

### **Personnel Management**

Traditionally the term personnel management was used to refer to the set of activities concerning the workforce which included staffing, payroll, contractual obligations and other administrative tasks. In this respect, personnel management encompasses the range of activities that are to do with managing the workforce rather than resources. Personnel Management is more administrative in nature and the Personnel Manager's main job is to ensure that the needs of the workforce as they pertain to their immediate concerns are taken care of. Further, personnel managers typically played the role of mediators between the management and the employees and hence there was always the feeling that personnel management was not in tune with the objectives of the management.

## 1.2 Importance of work address

What Is The Role And Importance Of Work In Our Life? Our life is an odd mixture of different moments of action and inaction, work and rest. Work provides us with an inner creative joy. It saves us from the dullness and boredom of life. It puts our energies to a proper use. Unused energies create disorders in us. They make us physically unhealthy and mentally unhappy. Time hangs heavy on our shoulders when there is no work. It provides us with money for our life hood. It makes our life meaningful and peaceful.

Idleness is more tiresome and painful than work. Even the most unpaid, unimportant and unpleasant work is better than no work. For a really useful and happy work, two things are necessary. They are skill and constructiveness.

Constructive work is rather unpleasant in the beginning, but very pleasant at the end. For deriving maximum pleasure from life, we must consider life as a whole, a unity and a system. Good Work pays and evil work destroys at the end. Every man who learns some useful skill enjoys it till he improves himself completely.

The element of constructiveness is an important source of happiness. When a worker builds up something new, he feels encouraged and elevated and thus gets pleasure from his creative work. Where there is no need, there would be no work. Where there is no work, there would be no joy in life.

Work is Our Life: Exploring the Thoughts of Theodor Wiesengrund Adorno, Take a look at the world around you, and for the most part you will see that everyone's busy.

Work is an important part of our lives, but has it come to a point where it has taken over our lives? Many of us no longer find the satisfaction in our daily work lives that people did 50 years ago. We have become slaves to what jobs we have, and when asked who we are, we respond in work related terms such as "I'm an accountant" or "I'm a sales representative". Could this be the effect of a capitalistic society? The German philosopher Theodor Adorno seemed to think so.

It is the function of Personnel Management to insure that employees are not treated as slaves to the jobs in which they labor, but to view themselves as productive members of society performing a contributory task that is vital to its community and world at large.

### 1.3 Organization Behavior

#### Organizational behavior

Moorhead and Griffin (1995) define Organizational behavior (OB) as "the study of the interface between human behavior and the organization, and the organization itself."

OB can be divided into micro OB (the study of individuals in organizations), meso OB (the study of work groups), and macro OB (the study of how organizations behave).

Chester Barnard recognized that individuals behave differently when acting in their organizational role than when acting separately from the organization.

Organizational Behavior (OB) examines how people, individuals, and groups act in organizations; it does this by taking a system approach. That is, it interprets people-organization relationships in terms of the whole person, whole group, whole organization, and whole social system. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives.

As you can see from the definition above, organizational behavior encompasses a wide range of topics, such as human behavior, change, leadership, teams, etc. Since many of these topics are covered elsewhere in the leadership guide, this paper will focus on a few parts of OB: elements, models, social systems, OD, work life, action learning, and change.

#### Elements of Organizational Behavior

The organization's base rests on management's philosophy, values, vision and goals. This in turn drives the organizational culture which is composed of the formal organization, informal organization, and the social environment. The culture determines the type of leadership, communication, and group dynamics within the organization. The workers perceive this as the quality of work life which directs their degree of motivation. The final outcome are performance, individual satisfaction, and personal growth and development. All these elements combine to build the model or framework that the organization operates from.

#### Models of Organizational Behavior

There are four major models or frameworks that organizations operate out of, Autocratic, Custodial, Supportive, and Collegial (Cunningham, Eberle, 1990; Davis, 1967):

#### 1.4 Interaction between people and organizations

Organizations need people and people need organizations, both are the two sides of the same coin. Without people, organization cannot achieve their goals and vice versa. Without organizations people can't fulfill their needs and desires. So both the organization and people are mutually interdependent of each other.

**Organizations need people:** An organization is a planned coordination of a number of people and their activities for the achievement of some specific goals through division of labor and hierarchy of authority. The organization is divided into distinct departments like marketing, production, finance, and personnel and all the departments need people who are master in their fields and are able to achieve organization goals and objectives.

Employees or workers are the most essential factors of business. It is seen that the main objective of almost all the organizations is profit maximization. So in order to attain maximum profit and wealth, organizations need people with creative and innovative ideas. During stiff competition or depression in the market, organizations need to rely on the creativity of the people or employees at all levels within the organization not just management, but also marketing and research development team.

In today's competitive world everyone is more specific about total quality management. So for achieving total quality management organizations need total quality people with creative minds. When the organization consists of collective minds and team effort, then the goals of the business will be achieved easily.

**People need organizations:** People need organizations for earning money as salary and to increase standards of living. People are always looking for a comfortable life, a sense of accomplishment, a world of peace beauty, security, self-respect and social recognition.

So to fulfill these desires and wants, people need a platform and thus the organization gives the platform. It is seen from Maslow's law of hierarchy of needs. The primary needs are for physical survival which includes needs for food, clothing and shelter. People need money to fulfill these basic needs and thus they get money from organizations by doing their jobs. When the physiological

needs are fulfilled, people then look to safety needs which they get from the organization as job security, salary increment, safe working condition.

### **1.5 Detection of needs in a personnel department.**

The major aspect of this department is the management and oversight of the personnel. This department may consist of hiring managers, payroll staff and benefits administrators. These people need to be working with the goal of bringing employment candidates to the company which will fit the needs of the business.

Also, they must be aware of all applicable labor laws in order to advise the operations managers on the best way to deal with employee issues. The manager of this department needs to know much of this information so he/she can effectively manage these employees. He/She must also know what to look for in her own department in order to hire, discipline or terminate human resources employees in accordance with the law.