

## Chapter :-I

# *Introduction and Research Methodology.*

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## CHAPTER I

### Introduction and Research Methodology.

#### **1.1 Introduction: -**

The term personnel management originated in U.S.A. Personnel management means quite simply the task of dealing with human relationship with in on organization. A factory, a business, or an association consists of people working together. Roethlisberger says that the job of a manger is neither managing men nor work but administering a social system.

Personnel management is of comparatively recent growth and is the child of scientific management. It is concerned with obtaining organizing and motivating the human resource required by the enterprise with developing an organization climate and management style, which will promote effective effort and co-operation and trust between all the people working in it.

Any business is sound because of its people. People constitute the principle asset of the business. Personnel management is concerned with the management of people.

9 Lawrence apply says that, personnel management is a function of guiding human resources into a dynamic that attains its

References not  
given.

objectives with a high degree of morale and to the satisfaction of those concerned. It's concerned with getting results through people.

Management of personnel is the most important and delicate aspect of management. The organizations efficiency, profitability and the very existence depends upon the men working in the organizations. The controlled organized and well-directed team of men is a prerequisite for accomplishing the organizations goals.

Today the personnel management is considered as an internal Part of the overall process of management. Personnel management is concerned with obtaining organizing and motivating the human resources by the enterprise.

The role of the personnel function should be to provide advice services and functional guidance which will enable management do deal effectively with all matters concerning the employment of the people and the relationship between the management of the organization and the people it employs.

The overall aim of personnel management should be to make an effective contribution to the achievement of the objectives of the organization and to the fulfillment of its social responsibilities.

## 1.2 **Concept & Definition:**

### A) Definitions:

Personnel management is variously known as personnel administration, manpower management, industrial relation, or human resource management etc. some definition of its are,

As per Pigors p. & Myers

“It is a method of developing potentialities of employees so that they got maximum satisfaction out of their work and give their best efforts to the organization.” 1.

As per Flippo Edwin B.

“It is concerned with the planning, organizing, directing and controlling of the procurement, development, compensation, integration of people for the purpose of contributing to organizational individual & social goals.” 2.

As per Prof. Thomas G. spates,

“Personal administration is a code of the ways of organizing and treating individuals at work so that they will each get the greatest possible realization of their intrinsic abilities thus attaining maximum efficiency for themselves and their group, and

there by giving to the enterprise of which they are a part of its determining competitive advantage, and its optimum result.

### **B) Functions /scope.**

According to dale Yoder in a typical industrial relation and personnel department the principal activities of manpower management are,

1) Setting general and specific management policy for relationship and establishing and maintaining a suitable organization for leadership and co-operation.

2) Staffing the organization, finding, getting and holding prescribed types and number of workers.

3) Aiding in the self-development of employees at all levels providing opportunities for personnel development and growth as well as for requisite skills and experience.

4) Incetivating, developing and maintaining motivation for work.

5) Collective bargaining, contract negotiations, contract administrations and grievances.

6) Reviewing and auditing manpower management in an organization.

7) Industrial relation research carrying out studies designed to explain employment behavior and thereby effecting improvements in manpower management.

The fundamental objective of these functions of personnel management is to bring together various capable individuals in a scientific way and to create attitudes that motivate them as a group to function so effectively as to achieve the predetermined goals of the individual firm with economy, speed and efficiency.

### **C) Objectives**

The main objectives of personal management noticed from the definitions are,

1) To maintained good relationship within an organization, labor & management relations are affected the company's production profit positively or negatively. There fore personnel management first main objective is to create good relationship with in the organization.

2) To enable each person to make his maximum personal contribution to the organization as a member of a working group.

3) To achieve organizations goals through respect of human personality and the well being of the individual.

## **D) Principles**

Personnel management is incomplete without a set of basic guides or principals. A mere description of function, objectives and programmes does not adequately describe the field of personnel management. Some principles of personnel management were as under.

### **1) Principle of Individual development :-**

Every employee must be offered full and equal opportunity to develop in order to realize his fullest potentialities. All the personnel policies & programmes must be geared to the individual employee development. So that no employee should feel frustrated because the right type of challenges and responsibilities are not offered to him.

### **2) Principle of scientific selection procedure:-**

A careful selection and proper usage of personnel tools and techniques are necessary to promote scientific selection. It is necessary to aid the line management in finding the right men for the right jobs after a systematic study of jobs men and sources of recruitment. Thus, systematic and scientific procedures must be employed in selection.

### **3) Principle of Incentive: -**

If we want an individual to contribute his best on his work, the principle of incentive must be utilized. The incentive may be monetary or non-monetary and it is necessary to understand the attitudes and aspirations of employees with a view to shaping and motivating them in such a way that they will contribute their maximum to the realization of organizational objective & goals.

### **4) Principle of Adequate communication: -**

Often bad Communication is the root cause of many problems and misunderstanding. The company policies, programmes, objectives and philosophy must be made known to the employees. The channels and contact of communication must be carefully prepared and developed. Effective language and proper communication styles must be adopted. All hurdles in the way of adequate communication must be removed.

### **5) Principle of Participation:-**

This Principle is based on the Consultative participative managerial philosophy where the employer- employee relations are of mutual trust, confidence and give and take. The employees are offered opportunities to come up with their ideas views and suggestions to improve various operations of organization. The individual employee must feel that he is needed



in the organization and that he is making useful contribution to the company through his work, ideas and suggestions.

### **6) Principle of fair Compensation:**

The wage and salary structure must be fair and equitable. A fair day's work must receive a fair days wage. Apart from pay and compensation, it is essential to provide good working conditions and environment and good tools and equipment to the employees. Proper sanitary and health facilities must be provided.

### **7) Principle of Dignity of Labor:**

According to this principle, any labor that is productive is good and commendable. No job or task should be held as be heathenness station and neglected. Essentially, it must promote the notion that any job or task must be done as best one can. It is crude and harmful to attach any stigma to any type of labor holding the man performing that job as a lowly person in society. Any job that contributes to the material wealth and is productive is useful and good.

### **8) Principles of Team Spirit:**

Without team spirit, business success cannot be achieved. Individual employees however brilliant and hard working they may be can dissipate their efforts if there is no feeling of group spirit. The diffused and diversified talents and efforts of

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individuals are brought and welded together in-group effort in a true spirit of togetherness. Where team work, co-operation and Collaboration may be the guiding right.

### **9) Principle of labour & management Co-operation**

Non Co-operation between labour and management will lead to industrial disharmony and unrest, which are not conducive to growth and progress of the organization. In the promotion of labour - management Co-operation personnel administration has great responsibility and personnel specialist should assist top management in fostering organization condition that remove distrust between labour and management through proper communication, creative consultative managerial philosophy and the integration of any conflict which enhance labour - management co-operation.

### **10) Principle of contribution to National prosperity :**

Employees must be educated through appropriate personnel programmes because their contribution to the achievement of company goals will ultimately contribute to the economic development and prosperity of the nation as a whole. This proposition offers a higher purpose to the work of employees and they are likely to derive greater satisfaction in the knowledge

that their contribution along with that of management will result in grater productivity and profits, which bring in their work prosperity to both labour and management as well as the nation.

These principles of personnel administration are broad based guidelines that assist the personnel administrator in his conduct and behavior.

### **Methodology**

Management of personnel is the most important and delicate aspect of management. The organization's efficiency, profitability and the very existence depend upon the men working in the organization. The competent, contended, co-operative, coordinated, controlled, organized and well-directed team of men is a prerequisite for accomplishing the organizations goal.

Today the personnel management is considered as an integral <sup>9</sup> (port) of the overall process of management. Personnel management is concerned with obtaining organizing and motivating the human resources by the enterprise.

The role of the personnel function should be to provide advice services and functional guidance that will enable management to deal effectively with all matters concerning the employment of the people and the relationship between the management of the organization and the people it employs.

The overall aim of the personnel function should be to make on effective contribution to the achievement of the objectives of the organization and to the fulfillment of its social and legal responsibilities.

### **1.3 STATEMENT OF THE PROBLEM**

The main point in all Managerial relationship with employees is managerial policy. In incorporates the philosophy of top management The management of people begins with ideas implicit or explicit us to the purpose, goals and intensions in their employment on the basis of such objectives policies at line the covers to be followed on the basis of policies programmes are developed by management to pursue the objectives. Carrying out the programmes result in certain practices, policies describe what is proposed practices describe how policies are being implemented the study of personnel policies and practices has attracted the attention of many resecerlers.

The present study is entitled as “ A critical study of personnel management practices in Maharashtra Engineering Admapur.”

### **1.4. OBJECTIVES :-**

The following are the specific objectives of the study.

- 1) To study the relationship between management and workers.
- 2) To study the requirement of manpower and selection procedure.
- 3) To study the training procedure and development.
- 4) To look in to wage and salary administration in the organization.
- 5) To study the different methods adopted for to improve morale of employees.
- 6) To look in to the employee grievances and discipline.
- 7) To study the present procedure of performance appraisal.

### **1.5. Research design & methodology.**

The Research design of present study is as follows.

#### **a) Case study: -**

The present research is a case study. An Industry Named maharashtra engineering is taken for research. An Aspect of personnel management is taken for study. A critical study is making under this study.

#### **b) Respondent: -**

In Maharashtra engineering there were nearly 200



workers were working. Not all of these workers are taken for study. Out of these 10% i. e. 20 employees have been selected as respondent on the basis of convenience. It includes manager superintendent, technical & non-technical workers.

c) Reference period: -

All the information and data related to the company were collected for the period of five financial year i.e. 2000-01 to 2004-05 will be taken for analysis.

d) Techniques of analysis: -

For the study the collected data were processed and tabulated by the way of tables and tables formed to bring out the information on all aspect of personnel management related to maharashtra engineering. While analysis of the data simple statistical technique such as percentage and average were used finally conclusion were drawn.

## **1.6 Tools used for collection of data.**

### **A) Primary data**

For collecting primary information, detailed and comprehensive questionnaire was prepared based on the objective of the study. The data will be collected through following ways.

### 1) Questionnaire

A set of questionnaire was prepared by keeping the objective of present study. While preparing the questionnaire, various elements of personnel management were taking into consideration. Company and workers for both the questionnaire were prepared.

### 2) Interview and Discussion.

The unit was visited and personal interview and discussion was made with the respondents.

### 3) Observation: -

Observation method was also be used for collection of related information.

### B) Secondary data: -

The required secondary data was collected from the related published and unpublished sources. The data was collected through,

- 1) Annual reports and audited statements
- 2) Books and Journals
- 3) M Phil dissertations & Ph.D. thesis.

### 1.7. Scope and limitation of the study

Any study bearing on personnel policies and practices to be subject to certain constrains in view the nature of the subject



itself. Hence, resources are selected for study personnel management practices in the unit.

The scope of present study is related to various aspects of personnel management namely recruitment & training, salary & wage structure, employee morale, grievances and discipline and performance appraisal.

In maharashtra engineering there were nearly 200 workers were working. The present study is related to maharashtra engineering and its workers.

### **1.8. Chapter scheme**

- 1) Introduction & Research methodology.
- 2) Profile of the company
- 3) Recruitment and Training
- 4) Salary & wage administration
- 5) Morale Grievances & Discipline
- 6) Performance appraisal
- 7) Conclusions & suggestions.

## **References**

1. Personnel Administration- Pigors p. & Myres.
2. Principles of personnel management- Flippo Edwin B.