

## INTRODUCTION

The successful planning and development programme for a smooth transition to 21st century calls for dedicated efforts and optimum utilisation of scarce resources. It is neither capital nor material resources that, alone bring about development but it is ultimately the effective and efficient management of Human Resources.

Human Resources Management, is an important factor in the Organisation, because it holds the key to all the managerial actions and successful management and helping in the establishment of a strong and progressive economic base. It's role is as precious as that, salt in a vegetable.

The Organic, Economic, Social, Human and National objectives can be achieved only through the efficient utilisation of human efforts and the efficiency of the employee mostly depends upon the 'Human Relations' of an organisation.

Management of 'Man' is a challenging job because it is a job not of managing 'Men' but of administering a social system. It is called as social system because, "No two persons are similar in mental abilities, sentiments, traditions and behaviour." People are responsive. They cannot be operated like a machine.

So personnel management assumes greater importance and it is that, branch of management which is responsible on a staff basis for concentrating on those aspects of operation, which are primarily concerned with relationship of management to employees and with development of the individual and group. The objective is to attain maximum individual development, desirable working relationship between employers and employees and among themselves and effective moulding of human resources as contrasted with physical resources.

Personnel Management means, quite simply the task of dealing with human relationship within Organisation.

A few definitions of some eminent authors are as under:-

DEFINITIONS :-

1) "Personnel Management is concerned with the obtaining and maintaining of a satisfactory and satisfied work force."

GEORGE R. TERRY.

2) "Personnel Administration is a code of the ways of organising and treating individuals at work so that, they will get the greatest possible realisation of their intrinsic abilities, thus attaining maximum efficiency for themselves and their group and thereby giving to the enterprise of

which they are a part it's determining advantage and it's optimum result.

-- THOMAS G. SPATES.

3) "personnel Management is the process of attracting holding and motivating people involving all Managers, Line and Staff "

-- DUNN AND STEPHENS.

Three aspects of P ersonnel Management, are :-

- 1) The welfare aspect concerned with working conditions and amenities such as canteens, creches, housing, personal problems of employees-school and recreation.
- 2) The labour or Personnel aspect concerned with recruitment, placement of employess, remuneration, promotion, incentives, productivity, etc.
- 3) The Industrial Relation aspect concerned with trade union negotiations; settlement of industrial disputes, joint consultation and collective bargaining. All these aspects are concerned with human element in industry.

Full understanding of policy is as essential as proficiency in practice, programme, techniques and procedures.

MEANING OF PERSONNEL POLICY :-

The dictionary meaning of policy is a 'Plan of Action' and that, plan is a 'Policy'. Therefore policy making and planning are synonymous.

Flippo says, "A policy is man made rule of pre-determined course of action that is established to guide the performance of work towards the organisation objectives. It is a type of standing plan that, serves to guide subordinates in the execution of their tasks".

Policies are statements of the organisation. Overall purpose and it's operation are concerned with personnel, Finance, production, marketing and so on. Thus personnel policies refer to principles and rules of conduct which formulate, redefine break into details and decide a number of actions. That govern the relationship with employees in the attainment of the organisation's objectives.

A Personnel policy should have two types of objectives General and Specific.

GENERAL OBJECTIVES-

The statement of general objectives, should express the top managements basic philosophy of human resources and reflect it's deep underlying convictions as to importance of people in an organisation and of the management's activities, which deal with people i.e. Personnel Management.

SPECIFIC OBJECTIVES :-

The statement of specific objectives should refer to the various activities of 'Personnel Administration' concerned with staffing, Training, Developing, Wage and salary Administration, Motivation, Employees services and benefits, employees records, Labour Relations and personnel Research.

AIMS OF PERSONNEL POLICIES, ARE --

- 1) To enable an organisation to fulfil the main objectives, which have been laid down as the desirable minima of general employment policy.
- 2) To ensure that, it's employees are informed these items of policy and to secure their co-operation of their attainment.
- 3) To provide such a conditions of employment and procedures as will enable all the employees to develop a sincere sense of unity with the enterprise and to carry out their duties in most willing and effective manner.
- 4) To provide an adequate, competent and trained personnel for all levels and types of management.
- 5) To protect the common interests of all the parties and recognise the role of the 'Trade Unions' in the organisation.

- 6) To provide an efficient consultative service which aims at creating mutual faith among those who work in the enterprise.
- 7) By enforcing discipline on the basis of co-operative understanding and a human application.
- 8) By providing for a happy relationship at all levels.
- 9) To establish the conditions for mutual confidence and avoid confusion and misunderstanding between the management and workers by developing suggestions plans.
- 10) To provide an opportunity for growth within the organisation to persons, who are willing to learn and undergo training to improve their future prospects.
- 11) To provide for the payment of fair and adequate wage and salary to workers so that, their healthy co-operation may be ensured for an efficient working of the undertaking.

- 12) To recognise the work and accomplishment of the employees by offering non-monetary incentives, and
- 13) To create, a sense of responsibility on the part of those in authority, for claims of employees as human beings. Who should be guaranteed protection of their fundamental rights and offer enough scope for developing their potential.

"Carefully defined personnel policies serve as a stabilizing influence to prevent the waste of energy,"

Policies not only establish goals; but they also form the basis of controls and procedures. \*1

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\*1 Scott Walter Dill, Clothier, Robert C. and Sprigel William, Personnel management - practices and point of view - 1977. P. 45

SCOPE OF THE STUDY :

- 1) Which sources are used for the 'Recruitment'?
- 2) What types of tests has been taken for selection ?
- 3) The opinion of employees, regarding their placement.
- 4) Methods of Training, period of training, facilities and range of payment for training period.
- 5) Types of allowances, opinion of employees towards the salary, deductions from Bt salary.
- 6) Which types of savings have employees done ?
- 7) Working conditions.
- 8) Reasons of Transfer.
- 9) Promotion policy.
- 10) Leave Policy.
- 11) Which safety measures are provided by the company ?
- 12) Hospital facilities.
- 13) Retirement benefits.
- 14) How is the disciplinary procedure ?
- 15) Employees job satisfaction.



16) Employees relation with their colleagues and overall organisational relation, and 17) Whether Secondary Needs are satisfactory or unsatisfactory?

All these points are considered through the following personnel practices-

'Recruitment and Selection', 'Placement', 'Training, 'Salary and Wages', 'Working Conditions', 'Transfer', 'Promotion', 'Leave Policy,' 'Safety and Security', 'Disciplinary Proceedings', 'Job Satisfaction,' 'Human and Organisational Relation'.  
'Secondary Needs and Other Satisfaction'.

#### SIGNIFICANCE OF THE STUDY

Personnel Function is a Management of Human Resources and it is integrated with planning, Organising and Controlling of Human Resources in Business Organisation either it is co-operative, Private or a Public.

The personnel Manager has to advise, assist and control Management at all levels. The main responsibility of Personnel Manager is to create and build an environment, where the Organisation can----

- 1) Secure and maintain proper quality of employee.
- 2) Recognise both Organisational and human needs and meet them.
- 3) Fulfil the obligations imposed by the society consumers, Shareholders and employees.

This will achieve by developing right personnel practices and implementation of these policies effectively.

OBJECTIVES OF THE STUDY

Following are the main objectives of the study -

- 1) To study the Personnel Practices of 'Ghatge-Patil Transports Pvt.Ltd', in practical manner.
- 2) To identify the Employee's job-satisfaction.
- 3) To analyse the findings of the data.
- 4) To study about cordial relations between workers and the management.

METHODOLOGY OF THE STUDY

For this research study the data has been collected by various sources through 'primary Data' and 'Secondary Data'.

Primary Data, consist of interviews, observation and through the questionnaire, which is made to collect the relevant data. The questionnaire is structured on the basis of fourteen personnel practices, which are considered for the study.

Through the source of Secondary Data, facts, figures and other relevant data, is collected from the office records of the company and discussion with the Personnel Officer, and visit to the library i.e. usage of Magazines, Journals, Reports and Text-Books etc.