

CHAPTER - I) METHODOLOGY

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A) THEORETICAL LITERATURE OF PERSONNEL MANAGEMENT

I) MEANING -

'Personnel' is the most important factor of any organization. The term personnel refer to all the people working in the organization. Personnel Management is concerned with management of human resources. The importance of personnel management is quite obvious. Material and machines are inert factors, but man with his ability to feel, to think, to imagine and to plan is the most valuable and at the same time the most difficult to inspire, control and motivate. '**Robert Owen**', who is called "**Father of Personnel Management**", gives much more emphasis on development of workers. He says that, "It is necessary to motivate workers to work efficiently and high efficiency results in high profit. The work of personnel department deals specifically with procuring, hiring, training, placing, utilizing and maintaining an effective workforce that will aid in the accomplishment of the firms objectives. It means that, personnel management includes all these activities right from selection to after recruitment benefits of employees.

II) DEFINITIONS -

There is no standard definition of the term 'Personnel Management'. Different writers have given different definitions of the term; some of them are reproduced below.

1) Dale Yoder -

"The process of planning and directing the application, development and utilization of human resources in employment".

2) Pigors and Myres -

"Personnel administration is a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organization".

3) British Institute of Personnel Management U.K. -

"Personnel Management is that part of the management function which is connected with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of men and women who makeup and enterprise and having regard to the well being of an individual and of working groups, to enable to make their best contribution to its success".

4) Indian Institute of Personnel Management, Calcutta. -

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

✓ III) CHARACTERISTICS OF PERSONNEL MANAGEMENT -

From above definitions we can find out following major characteristics of personnel management.

1) Concerned with employees –

Personnel Management is mainly concerned with behaviors, emotions etc. of the employees.

2) Development of human resource -

Personnel Management is a process of increasing the knowledge, capabilities and skills of human resource.

3) Covers all levels and categories

It covers all levels and categories of employees such as, skilled, semi-skilled, unskilled employees etc.

4) Common in all organizations

As human being is integral part of any kind of business organizations, therefore it is common in all organization.

5) Continuous Process.

In Personnel Management procurement, development, compensation, integration and maintenance of personnel, these are continuous processes.

6) Aims at attending goals of organization and individual.

It aims at attending goals of organization as survival, growth and development as organization and of individual as job satisfaction, security, fair wages and salary etc.

7) Responsibility and function of manager.

It is responsibility and function of manager because manager has the whole responsibility to procure, develop, compensate, and maintain integration of labour.

8) Aims at securing co-operation of employees.

It aims at securing co-operation of worker because without co-operation no organization can survive in market.

✓ IV) FUNCTIONS OF PERSONNEL MANAGEMENT –

From above discussion it is clear that Personnel Management involves two types of functions – Managerial and Operative.

- Following chart shows functions of Personnel Management.

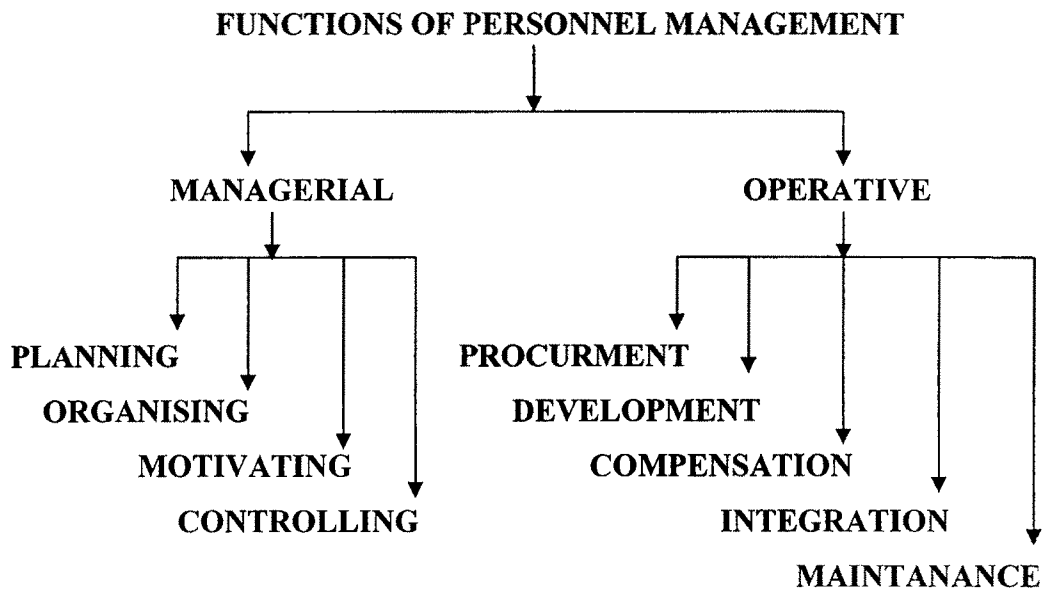


Chart 1.1

(I) MANAGERIAL FUNCTIONS -

1. Planning -

The planning function of Personnel Manager pertains to step taken in determining a course of action. This involves developing personal program and specifying what and how operative personnel functions are to be performed.

2. Organization -

After plans have been developed, the Personnel Manager must establish an organization to carryout them. This function therefore, calls for grouping of personnel activities, assignment of activities to different individual, delegation of authority to carryout them. Provision of co-ordination of among employees, fixing their relationships, horizontally and vertically on the organization structure.

3. Motivation -

It involves directing, guiding, execution, commanding, leading and supervising the personnel. Personnel Manager must inculcate in the workers a keen appreciation of the enterprise policies. He must guide them to improve their performance and motivate them to work with zeal and confidence.

4. Controlling -

It includes measurement of the performance, correcting negative deviations and assuring the accomplishment of plans. Through direct observation, direct supervision as well as report, records and auditing training programme, analyzing labour turnover records. The Personnel Management assures itself that activities are being carried out as per plans.

(II) OPERATIVE FUNCTIONS -

1. Procurement -

It is mainly concerned with the placement of the right people, in the right place at the right time. This function deals specifically with such subjects as the determination of manpower requirement and their recruitment, selection and placement.

2. Development -

It pertains to the education and training of the hired personnel, their moral building, effective communication network, promotion and transfer plans, suggestions system and similar other plans.

3. Compensation -

Compensation deals with methods and standards of remuneration of the employees on the basis of job evaluation, monetary incentives and terms of employment.

4. Integration -

It is concerned with the reasonable reconciliation of individual and organizational interest. Negotiation with the labour union, collective bargaining human and social implications of charge etc. are some of the subjects which constitute this function.

5. Maintenance -

It is the final group of operative function which aims at maintaining good working conditions for the employees

✓ V) OBJECTIVES OF PERSONNEL MANAGEMENT -

Personnel Management aim at –

- a) Attaining effectively organizational goals.
- b) Serving to the highest possible degree the individual goals.
- c) Preserving and advancing the general welfare of the community.

To put it in another way, Personnel Management has three obligations.

- It must satisfy the employees by supplying them income, power, prestige, and creative satisfaction or combination of these.
- It must satisfy the owners by maximizing their economical efficiency.



- It must satisfy the community and society at large by supplying good quality products. This will create goodwill, loyalty and its reputation.

VI) EVOLUTION AND GROWTH OF PERSONNEL MANAGEMENT IN INDIA -

The history of the evolution and growth of Personnel Management in our country is not very old. It was the Royal Commission on labour, which recommended in 1931 the appointment of Labour Officer to deal with the recruitment of labour and to settle their grievances. The next landmark was reached in 1948 when under the Factories Act, rules relating to the appointment, duties and qualification of a new statutory officer in industry called the 'Welfare Officer' were framed. The following decade saw the emergence of yet another functionary the 'Personnel Officer'. This peculiar phenomenon all the three types of officers operating simultaneously in our industrial organization ruled into one multipurpose officer is still with us in India though chronologically they represent the three stages of our professional development during past 50 years. As a result, the labour field today as three main areas of professional disciplines namely, Labour Welfare, Industrial Relation and Personnel Administration, which together form the new profession of Personnel Management.

VII) FUTURE OF PERSONNEL MANAGEMENT IN INDIA -

'Change' is the rule of the world and we can surely say that Personnel Management will change progressively with changing world environment in future. At this stage Personnel Management is getting so much importance that every organization is observing the essence of Personnel Administration and Management. Now days, because of the great philosophers, authors like, 'Karl Mark', 'Robert Owen' and many others and also because of labour union, social workers related to human rights there is increasing awareness about labour rights many laws, acts, about to give safety to workers made businessmen caring towards labour.

Following are the point which shows future of Personnel Management in India.

1) Increasing importance -

The changing environment of the business compels to know the importance of Personnel Management. As other sections like production, quality, sales, marketing, storing etc. labour factors is also gaining much importance in business. Now it is realized that people are not only merely a cost centre but a great potential profit centre, managing and converting human resources into human assets is an important

but some what difficult. Therefore a separate department is needed which will look after all the responsibilities related to labour viz. the Personnel Management.

Because of the new concept of Personnel Management, employees are getting their rights which were not gained by them earlier. Personnel Management thinks carefully and considers all needs and difficulties of employee, which is beneficial to labour therefore, there is increasing demand of Personnel Manager in business organization.

Government has also taken strong steps towards protecting labour rights and therefore made many laws and acts, which made necessary of Personnel Management in business organization.

2) Becoming professional -

Because of ramification of business one management head cannot handle all the important departments effectively and therefore owner must need to make separate provision of personnel for finance, marketing, sales and also to personnel. Therefore, there is demand for trained Personnel Professional Manager who can handle all the functions of personnel department and can convert human resource into human assets, which is not possible effectively to any other department's manager.

3) Teaching in Universities -

Because of growing importance of Personnel Management, training is provided by number of universities in India. They arrange one year, two-year courses of Management and also arranges periodical seminars, group discussion and camps, fieldwork, visits to industries etc. during the course period.

4) Subject of Research -

Because of Personnel Management is at its progressive stage this becomes subject of research. Many new thoughts are remained unknown and therefore new experiments, new thoughts are necessary to make improvement in this field. Therefore, the research students at Ph.D. level are selecting this subject.

5) Demolish Labour Acts -

Because of qualified Personnel Manager, communication between labour and management and owners become easy and fruitful. This made labour participation in general management. Due care of the labour protection, security at work, provision of health care facilities are being taken by this department. Therefore, there may not find any law to be emerged in future.

B) METHODOLOGY

I) STATEMENT OF THE PROBLEM –

The present study is directed towards critical assessment of Personnel Management policies and practices that are being performed at the Kolhapur Zilha Sahakari Dudh Uptadak Sangh Ltd., Kolhapur (Gokul). The important aspect like, Recruitment and Selection, Training and Development, Salary and Wage Administration, Performance Appraisal, these are to be reviewed critically to arrive at legitimate conclusions and to make valuable suggestions.

II) OBJECTIVES OF THE STUDY -

Following are the major objectives of this research.

1. To understand recruitment and selection policies and practices.
2. To study and understand their training and development system and programs.
3. To understand salary and wages administration.
4. To study the performance appraisal method and systems.

III) SCOPE –

This study covers Kolhapur Zilha Sahakari Dudh Utpadak Sangh Maryadit (Gokul), - Head Office only. This study includes review and assessment of both managerial and non-managerial people from the view point of Personnel Management. For the purpose of data collection stratified sampling method is used to select adequate numbers of sample employees.

IV) DATA COLLECTION –

Data for the study is collected by way of primary as well as secondary sources. Primary data is collected by way of interviews, questionnaires, discussion, personal talks etc. Secondary data is collected through office records, reports, publications, manuals and handbooks etc.

V) PROCESSING OF THE DATA-

The researcher has used various techniques and tools for the analysis of the primary data. Classification, Tabulation and Charts are the few names of the tools used. In order to come out with certain concrete conclusions, the researcher has used averages, ratios and percentages in the study.

VI) CHAPTER SCHEME –

Following is the sequence of chapters.

- I) Methodology.
- II) Profile of Gokul.
- III) Recruitment & Selection.
- IV) Training & Development.
- V) Salary & Wage Administration.
- VI) Performance Appraisal.
- VII) Conclusions and Suggestion.

✓ In chapter number one there is two parts, first shows the theoretical literature of concerned chapter and second shows, findings from research work done with the help of a case study of Kolhapur Zilha Sahakari Dudh Utpadak Sangh Ltd., Kolhapur (Gokul).

