

Personnel Management, A challenging Factor For Growth Of An Organization And The Philosophy Behind It

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Abstract

In the article how to enhance productivity of an organization is analyzed by inculcating a symbiotic relationship among workers and management is discussed.

Key Words: *Personnel Management, Organization, Laborer, Morale, Worker*

Date of Submission: 09-07-2023

Date of Acceptance: 19-07-2023

Land, labor, capital, and organization are the four factors of production in any economy. Among them, labor is the most important factor. Without the application of human mind and hand, land and capital are of no use. Therefore, human resources are important factors of production. Additionally, land and capital are used together in an organization to achieve objectives. Therefore, the management of labor is an essential and challenging factor for the growth of an organization. This factor of production is generally regarded as personnel management, and its development is the aim of human resources management.

Previously, labor was treated as a liability as they were paid for their labor, which indirectly impacted the loss account. However, nowadays, they are considered the most useful resources and are also considered assets for an organization. According to the National Institute of Personnel Management in Kolkata, personnel management is the relationship between employees, employers, and trade unions, and their contribution to the organization. The philosophy behind it is that workers should be given humane treatment so that their inner abilities can be recognized and utilized in the best interest of the organization. They should not be separated from efficiency and justice when they are tested or reviewed by top management. Instead of reviewing, they should be trained and motivated so that they experience job satisfaction and contribute their best efforts to the organization's goals.

In most organizations, there are generally three categories of employees: top management, middle management, and lower management. The main function of personnel management is to coordinate each management level to produce efficient, skilled, and faithful employees. The employees involved at each management level should know the techniques to successfully deal with their subordinates. Effective communication keeps them informed about organizational changes. Robert Owen, the father of modern personnel management, mentioned in his book "A New View of Society" that workers should be dealt with cordially and paternalistically.

Personnel philosophy is based on experience, knowledge, education, and its application in each department of the organization. No discrimination should be made based on age, sex, caste, or religion. Personnel policies outline opportunities for workers/employees to develop the organization through their best efforts. The relationship between work and wages/job and salary is directly related. Employees' performance should be recognized, and they should be provided with timely rewards. The business world is dynamic, and employees/workers should be open to change. The selection of individuals and placing them in the right position at the right time is necessary, so the principle of scientific selection should be adopted, and suitable jobs should be offered accordingly. However, before implementing these changes, appropriate scientific and psychological techniques should be adopted, ensuring proper application. Carelessness in applying these techniques can be harmful and dangerous because the change agent should be an expert aware of the pros and cons of such tests.

The top management should act in a manner and adopt principles and techniques that all workers/employees can understand and accept the changes. In the changing personnel management scenario, more responsibilities and higher expectations from top management are required. They should be professional and familiar with the changes and approaches. All workers/employees should be induced into the mainstream of business operations as a team so that they can contribute to the organization. They are responsible for building a work ethos and organizational culture that motivates employees. A strong sense of belongingness should be fostered, and employee counseling is necessary.

Creating and developing a culture of constructive discipline, recognizing the values of accepting terms and conditions, code of conduct, rules and regulations, and getting work done through employees' commitment is the

responsibility of top management. A culture of work commitment to organizational needs to be developed. A judicial approach and action-oriented method are time-consuming and result in significant losses for an organization, damaging its reputation and goodwill. Therefore, a humanistic approach is always preferable. Maintaining official decorum is also a part of management principles to avoid bias, favoritism, acceptance of undue and illegal requests, and pressure to engage in wrong practices or overlapping attitudes of some employees with ill intentions.

Job satisfaction is also a factor that contributes to employee happiness. Many studies have shown that people have a capacity for tenderness, sympathy, and love, while also possessing tendencies towards cruelty, callousness, hate, and aggression. The traditional theory of management that emphasizes power as supreme is not supported by recent behavioral science as the most effective way to achieve better results. Instead, working symbiotically can enhance efficiency. Therefore, it is essential to adopt a humanistic and supportive approach to managing people, encouraging them to work with zeal and enjoy the benefits of a symbiotic relationship in a natural environment. Employees are paid wages/salaries and other benefits for performing a job and completing tasks, so the threat of punishment is not always desirable. Instead, commitment to performing the assigned job to achieve the common goal is highly welcomed.

Higher production is the result of high morale. Morale is the true index of positive feelings about fellow workers. Therefore, people should be friendly when dealing with group activities and feel enthusiastic about each other. A sense of fellow-feeling indicates good industrial relations. High morale brings success, so creating better human resources with high morale should be the main aim of personnel management.

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