

Ques Explain the Personnel management. Discuss the role and function of the personnel management?

Ans.

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organisation.

According to Breach, "Personnel management is that part which is primarily concerned with human resource of organization."

\* Role of Personnel manager: —

Personnel manager is the head of personnel department. He performs both managerial and operative functions of management.

His role can be summarized as: —

(i) Personnel manager provides assistance to top management.

The top management are the people who decide and frame the primary policies of the concern. All kinds of policies related to personnel or workforce can be framed out effectively by the personnel manager.

(ii) He advises the line manager as the staff specialist.

Personnel manager acts like a staff advisor and assists the line managers in dealing with various personnel matters.



- (iii) As a Counsellor, As a ~~case~~ Counsellor, personnel manager attends problems and grievances of employees and guides them. He tries to solve them in best of his capacity.
- (iv) Personnel Manager acts a mediator. He is a linking pin between management and workers.
- (v) He act as a spokesman - since he is in direct contact with the employees. He is required to act as representative of organization in committees appointed by government. He represents company in training programmes.

\* Function of Personnel manager: —

In the modern era, the personnel manager typically performs a variety of roles, such as the roles of conscience, of a counsellor, a mediator, a company spokesman, a problem-solver and a change agent.

These are the following function: —

- (A) Counsellor → Counselling is one of the main functions of personnel manager. As a counsellor, personnel manager discusses the problems with employees related to career, health, family, finance, social life and try to solve their problems and offer advice on how to overcome them.
- (B) The advisory Role: — In any organization, on a daily basis, line managers face a wide range of problems pertaining to personnel management. This is where a personnel manager steps in and offers advice on such matters since he is familiar with the laws and practices that surround human resources.



(c) Initiating Policies: — Initiating policies is another main function of personnel manager. Initiating policies and formulating them are two important tasks of a personnel manager. He assists the senior management in creating policies pertaining to personnel management, salary, administration, welfare activities, transfers, working environment, records and appraisals.

(d) Representative Role → The personnel manager is responsible to represent the company and communicate management policies which affect the people in the organization. This role is best-suited to him because he has a better overall picture of the company's operations.

(e) Decision-making Role: — He plays an important part in decision-making on human resources-related issues. He also formulates and designs policies and programs of personnel management.

(f) Mediator Role: — In case of a conflict between employees or groups of employees, a superior and subordinate, or even the management and employees, the personnel manager plays the role of a mediator. His role is to ensure peace and harmony in the organization.

(g) Leadership Role: — He offers leadership and guidance to employees. Further a personnel manager ensures effective communication in the organization and motivates employees to work towards achieving the organization's objectives.

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(ii) Welfare Role: — The personnel manager also acts as the welfare officer. Therefore, he ensures facilities and services like canteen, transport, hospitalization and other employee welfare services are available to the workers.

(i) Research Role: — He maintains a record of all employees in the organization. He also researches various personnel areas like absenteeism, alcoholism, labour turnover etc. Further, post-~~and~~ analysis, he recommends apt measures to help eradicate them to the senior management.