

HUMAN RESOURCE MANAGEMENT AND PERSONNEL MANAGEMENT

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Introduction .. - — — .. +

Effective human resource management and personal management have a lot of impact on the organization in terms of performance. Since organizations depend on their human power to perform all activities, the management must take concerted efforts to make sure that the employees get proper attention and support to boost their performance. Therefore, this essay critically discusses the effects human resource management and personnel management has had on employees since 1980's. Moreover, it presents the differences between human resources management and personnel management.

Discussion .. - — — .. +

Since 1980's various organizations have made changes in their respective human resource administrative practices to get the best out of their employees and improve organizational productivity. This means that there have been fundamental alterations in the coordination of organizational and human resource functions as companies adopt modern administrative practices (Ferrell, Fraedrich & Ferrell 2010, p. 15). Moreover, Ferrell, Fraedrich & Ferrell (2010) indicated that the complexity of contemporary human resource management practices such as the application of technology result from various external and internal contextual frameworks that organizations find themselves in. This means that HRM has to continuously undergo changes in its priorities based on the global dynamics that the HR practitioners in organizations cannot control (Boxall & Purcell 2011, p. 44). Therefore, changes in HRM practices have improved the skills of managers to deal with internal and external organizational pressure and recommend



changes that intend to improve efficiency (Boxall & Purcell 2007, p. 86). Consequently, the HRM changes have led to tremendous organizational effectiveness since 1980s.

According to Beardwell & Claydon (2007), HRM is the way an organization invests and manages its employment and relationships among stakeholders. Here, the issue of employment touches on human power that drives organizational activities. Indeed, many companies have adopted lean human resource management practices by minimizing the number of workers in each department while maximizing on the people employed (Beardwell & Claydon 2007, p. 25). Since the 1980s, technological application in HRM has significantly reduced the number of people employed in several organizations, in each department, compared to the years prior to 1980 (Boxall & Purcell 2007, p. 88). With improved efficiency, flexibility, quality, and quantity of production using technology, HRM practitioners have adopted latest administrative practices regarding employee management such as retrenchment of excess workers (Chen & Popovich 2003, p. 675).

Indeed, consistent downsizing of employees in various organizations since 1980s is a HRM practice that has made it easier for companies to manage employment relationships and reduce expenses to manageable limits (Lindgreen et al., 2006, p. 65). This practice has also limited idleness and redundancy at workplace, thus improving unit production. For instance, when there are few employees in the organization, it is easier to allocate them duties, monitor the output of individuals and identify individual skills and area of interest (Mulcaster 2009, p. 71). Moreover, having few workers ensure that there are few cases of conflict that the organization can effectively manage. This means that the changes in HRM practices that most organizations have



employed since 1980s have significantly reduced the number of conflicts emanating from workers within the company and issues relating to customer relationships (Microsoft 2009, p. 7). To a great extent, this has facilitated HRM in organizations over the years.

On the differences between Human Resource Management and Personnel Management, a number of scholars do not make a clear distinction between the two concepts. Scholars claim that the administration of human resources in the past was called Personnel Management; it eventually came to be known as Human Resource Management, as issues relating to external factors and the need to change organizational structures became imminent (Kerzner 2007, p. 24). It means that HRM was an innovative product of PM, resulting from organizational transformation (Min, Ooi & Santhapparaj 2011, p. 221).

Bach (2005) argued that Personnel Management is the act of organizing, planning, compensating, maintaining, and integrating employees working in a given organization. This means that the aim of PM is to make sure that the employees are able to work towards achieving organizational goals in a friendly environment without considering external influences (Blaxill & Eckardt 2009, p. 71). Ideally, it indicates that PM is merely a process of organizing the workers within an organization. This makes it different from HRM because the latter deals with both internal and external forces impacting the running of an organization as well as the company structure (Campbell 2006, p. 12). In addition, HRM practices deal with the necessary administrative alterations that a company could implement to improve its productivity and remain relevant (Torrington et al., 2009, p. 102).

In most organizations, there has been significant shift from



Personnel Management to Human Resource Management since the 1980s because managers realized that external factors cannot be taken for granted because they grossly affect the internal processes in the organizations (Boselie 2010, p. 102). Managers also realized that Personnel Management does not look into the necessary organization changes that are intended to boost the quality and quantity of production (Marchington & Wilkinson 2008, p. 41). In this regard, adopting new changes that characterized the HRM practices after the 1980s made several organizations very competitive and relevant in their respective industries.

Conclusion .. - ——— .. +

In summary, Personnel Management differs from Human Resource Management because the former mostly deals with internal processes such as ordering and organizing workers while the latter encompasses both internal and external process affecting the organization. Moreover, the HRM identifies and implements appropriate organizational changes that aim at improving the quality and quantity of production. Finally, strategic HRM and PM practices in organizations since the 1980s have significantly improved organizational productivity, reduced conflict among employees and made various companies competitive and relevant in the global business arena.



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