PERSONNEL ADMINISTRATION
(Meaning, definitions, objectives, types and significance)

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Personnel administration is concerned with people at work and their relationships within an organization.

It refers to the entire spectrum of an organization's interaction with its human resources from recruitment activity to retirement process.

It involves personnel training and forecasting, appraising human performance, selection and staffing, training and development and maintenance and improvement of performance and productivity. It is closely related to an organization's overall effectiveness.

Personnel administration is systematized, specialized knowledge and technique, which can help the organizations in administering their personnel for achieving their optimum performance.
Definitions:

• According to Dimock and Dimock, “Public personnel administration is the staff function which advises and facilitates the work of the programme manager in matters relating to the recruitment, deployment, motivation and training of employees, so as to improve the morale and the effectiveness of the service”.

• According to Felix Negro, “Public personnel administration is the art of selecting new employees and making use of old ones in such a manner that the maximum quality and quantity of output and service are obtained from the working force”.
According to Thomas G. Spates, “Personnel administration is a code of the ways of organizing and treating individual at work so that they will each 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, its determining competitive advantage and optimum results”.

The Institute of Personnel Management in U.K defined Personnel Management as, “That part of the management function which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and having regard to the well being of an individual and of working groups, to enable them to make their best contribution to its success.”
In particular, personnel management is concerned with the development of policies governing:

- Manpower planning, recruitment, selection, placement and termination.
- Education and training, career development.
- Terms of employment, methods and standards of remunerations.
- Working conditions and employees services.
- Formal and informal communication and consultation both through the representatives of employers and employees and all levels throughout the organizations.
- Negotiation and application of agreements on wages and working conditions, procedures for the avoidance and settlement of disputes.
Objectives of Personnel Administration:

- To utilize human resources effectively.

- To establish and maintain a productive and self respecting relationship among all the members of the organization.

- To enable each person to make his maximum personal contribution to the effective working of the organization.

- To ensure maximum individual development of the personnel.
• To achieve an effective utilization of human resources (besides material resources) for the attainment of organizational goals.

• To establish and maintain an adequate organizational structure and a desirable working relationship among all the members of the organization by dividing organizational tasks into functions, positions, job, authority and responsibility.

• To generate maximum group and individual development within the organization by offering opportunities for advancement to employees or by training and job education; by effecting transfers or by offering retraining facilities.
• To reduce friction amongst the employees by securing the integration of individuals and groups in such a manner that the employees feel a sense of involvement, commitment and loyalty to the organization. In the absence of such an integration, friction may develop which will produce inefficiency and lead to failure.

• To reorganize and satisfy individual needs and group goals by offering adequate and equitable remuneration, economic and social security so that the employees feel secure and work willingly and co-operate to achieve the organization’s goals.

• To maintain high morale and better human relations inside the organization by sustaining and improving the conditions which have been established so that the employees may stick to their jobs for a longer period.
According to *Michael J.Jucious*, personnel management should aim at:

- Attaining economically and effectively the organizational goals;
- Serving to the highest possible degree the individual goals; and
- Preserving and advancing the general welfare of the community

*To obtain these objectives, personnel administration is concerned with planning, organizing, directing, coordinating and controlling the cooperative efforts of individuals within an organization.*
Different types of personnel systems

- Democratic system
- Bureaucratic system
- Aristocratic system
Significance of Personnel Administration

• Success of any administrative system depends on how effectively it handles its personnel functions.

• Out of three ‘M’s i.e Men ,Money and Material, men is the most important factor that determines the quantity and quality of the performance and output. With their requisite skills ,aptitude, integrity and organizing capacity, they can build the image of their organizations or effective institutions in the nation building process.

• Personnel administration reduces the chasm between organizational objectives and the individual to the desirable extent by treating individuals at work in such a way that they will realise their maximum possible intrinsic abilities ,to create an effective organization.
• Now organizations perform a large number of varied and complex tasks which requires efficient, effective, able and, competent personnel with the right aptitude and attitude.

• Investment in developing human resources through training, career development, planning, counseling, selection, job enrichment programs and designing suitable performance appraisals and reward system can go a long way in maintaining the morale and motivation of people at a high level.

• The role of personnel administration is witnessed in the form of various policies and programs adopted for these purposes.