

Human Resource Management -

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Compare and critically evaluate the similarities and differences between Personnel Management and Human Resource Management.

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Abstract

This report will compare and evaluate the impact on the logistics of the personnel management and the human resource management. For that, firstly it will define the personnel management and the human resource management. Secondly, it will evaluate the similarities between these two activities. Thirdly, It will evaluate the differences between both types of management. Finally, it will analyse how they help the logistics to be efficient.

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Introduction

The role of personnel management and human resource management evolved through the years. It came up at the end of the 19th century with the studies of Frederick Taylor who improve the efficiency of layout with the reduce of movements for workers which enable gain of time, reduce the tiredness to employees and increase wages because of productivity. He wrote a book with his studies which name is The principles of scientific management (Witzel, 2015).

Then, between 1910s until 1930s, the role changed for the welfare and the health of workers. That enable to keep employees in the firm more long time and have not to find new labourer because of injury, sickness or death than before. After, 1930 companies began to give more importance on the workplace and the post satisfaction of workers which have a positive impact on the productivity of labour according to the Hawthorne studies (Torrington, Hall, Taylor, Atkinson, 2020).

After world war II, union membership greatly increased that enable to step up rights and advantages for the labour who have be entitled to paid holidays and insurance coverage. At the same time, recruitment specialists became essential with the expanding of economic activity and the bargaining with union workers.

In the middle of 1960s, laws and rights took another evolution for the employment with the Civil Rights act in US. That prohibited discrimination for any reason and should ensure equity of employment for person with equivalent skills and knowledges. Also, there was development of career paths for people with specialist expertise which goal to keep them in the firm and train them to increase results of the company (Torrington, Hall, Taylor, Atkinson, 2020).

Today, personnel management and human resource management enable to have more diversity in the businesses, accompanying technological revolution and play an essential role in the corporate policy.

We will see what are the personnel management and the human resource management, after we will critically evaluate the similarities and the differences between these two types of management and finish to see what are there impacts on logistics process.

1. Definition

1.1. What is the personnel management ?

The personnel management is staff devoted to maintain the workers to their objectives. Personnel staff, aim ensure that rules are respected and there is fair traitement in the company, that peoples are pay with fairness. The vision of personnel management is microeconomics and regards only goals of workers that they paid for, are achieve. The employees are see like costs for company and the management seeks to reduce as much as possible.

Personnel managers have low trust in worker hence they monitor and control a lot. We can make link with the theory X of McGregor which means that human dislikes work therefore managers need to direct them with tight control.

Personnel management helps to defined the rules for the managing of people but personnel manager does not manage workers directly so the fulfilment can be different according to the manager in place. Also, the personnel specialists have to enforcing workers' rights from the line managers and otherwise (Cole, 1997).

1.1.1. Application

Personnel management has wide range of tasks. One of them is to make administrative tasks, for example with the paperwork when an employee is hire, personnel manager has to register him at differens organisations like the tax office, social security office, sometime insurance office. In other situations like when worker is tranfere, has a promotion to be manager, leaves the company because he retire or is fire there are administrative missions.

Also, the control is another task, personnel manager has to check schedule of working hours of employees and record absence time or overtime to pay them ; they have to know when workers will go in vacation entitlement to prepare future schedule and organisation in services (Ionos, 2019).

1.2. What is the human resource management ?

The human resource management has largest objectives than the personnel management because it use all resources availables to achieve purposes of the company. It seeks to growing the organisation with activities like planning objectives on long term with strategic view, monitoring employees to train, develop and involve their knowledges to attain goals and improve the results of the business. The vision of the human resource management is macroeconomics and strategic which regards the purposes of the company. This type of management try to create a strong team work in the company.

Human resource managers have high trust in their colleagues and give them more liberty than the personnel management to achieve their goals for the firm because employees are valuable resources and can increase profits. It is look like the theory Y of McGregor, where workers exercise self-control, can take initiatives to attain their purposes, employees have responsibilities that give them satisfaction and motivation.

1.2.1. Application

Human resource managers should make effective as strategic management of people, the organisation of a company can be change in her history and the human resource management must replace people in right service, at good position in the organization.

Another situation could be an employee who want to change of position after few years in the company. He could change from the shipment service to the quality service from his company, the work of the human resource will evaluate if the worker can change and with what kind of conditions (training, location, wage...).

2. Similarities between both

2.1. Resolving problems

Personnel management and human resource management want to maintain the results of each employees at maximum and for that they have to resolve problems which can appear for workers. That can be external issue with personal life, it can be psychologic problem. Moreover, it can be issue between employees, or a lack of knowledges to use a tool for work.

For every issues, both managements have to resolve them to keep their employees focus on their tasks and efficient (management papers, 2020).

2.2. Training

In these two types of management there are development and training tasks. Training is essential in any firm to develop new skills and knowledge to progress otherwise the competitors will gain company customers. The managers will make assessments of employees to find what skills can be improved, what kind of knowledge workers need and give or offer training to employees.

Another situation can be with an annual meeting between management and employee where the manager makes feedback on results to check if goals were achieved and what has not been right and how to correct it. Furthermore, employee can ask for a particular training.

2.3. Bargaining between union membership and corporate

Human resource management and personnel management are both the link between the union membership and the general management when things are well or wrong. They have to bargain and find common ground for each part. Personnel management and human resource management organise meetings with both parts and assist to the bargain and help to find common agreement between both.

3. Differences between both

3.1. Recruitment

« Some consider personnel management to be more administrative in scope—focused on forms and paperwork—while human resources management more broadly endeavors to develop an organization's people and its culture. » (Heathfield, 2020).

One difference on the way of hiring is for the personnel management is to find within applicants relevant qualities and skills for the post but the human resource management go

further and try to find an applicants who have the same culture or values of the firm (Heathfield, 2020).

Furthermore, the human resource management will monitor the adaptation of the new worker more than the personnel management. Human resource manager can provide a mentoring program on several weeks or months for new member.

This two differencies of hiring as impact on the sustainability of the employees in the business if they share same values and where they are support that enable to feel well at work and it makes they to want stay in the company.

3.2. Welfare

The welfare is one of most important aspect from the human resource management. Workers make things to be competitive and progress the business. If employees have good health physically and morally they will make good job and if they are satisfy their needs they will make more for the business. That is the theory of Maslow with his hierarchy of needs (Physiological, safety, belongingness, esteem, self-actualization). If all needs are satisfy the employee will be more focus on his work, more inclined to work hard for the company.

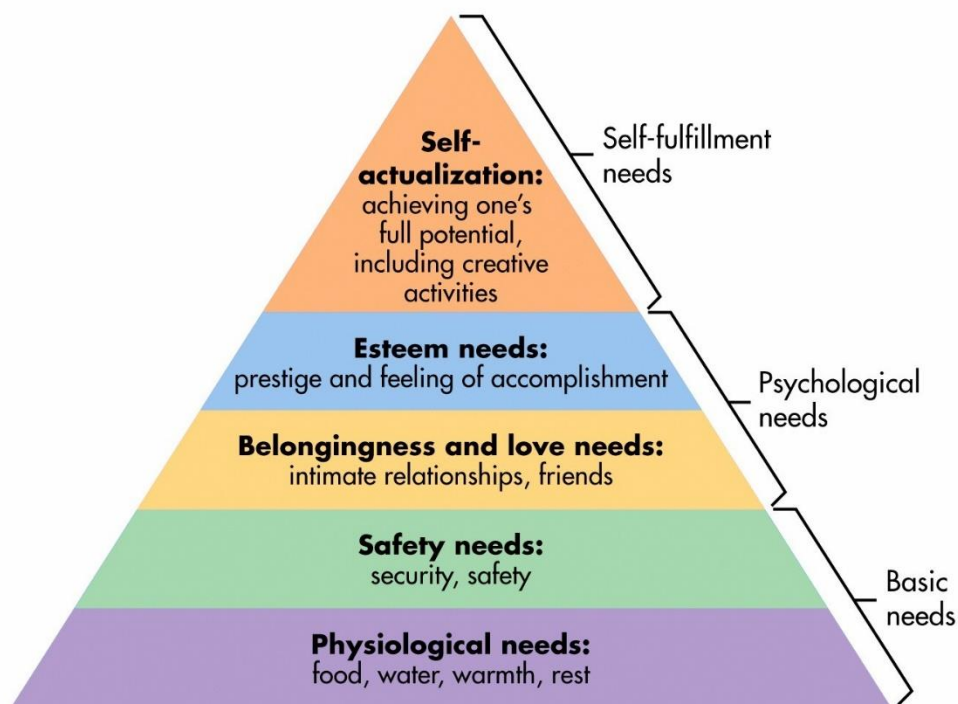


Figure 1 - Maslow hierarchy

Furthermore, a worker who is feel well, will want to stay in the company so that enable to keep talents and knowledges to « stay ahead of the competition » (Taylor, 2020).

Some huge companies go even further in this process of well-being like Google in the Silicon valley. For the welfare of her employees the firm offer a lots of services to them like « sports complex, multiple wellness centers, roller hockey rinks, horseshoe pits, and subsidized massages for all. ». The company provides huge range of services to motivate talents to join the business and at the time to bring all welfare as possible to have effective and productive workers and stay a leader of the sector (Taylor, 2020).

3.3. Organisations

The personnel management is more prensent in non-profits and government agencies than the human resource management that we usually find in companies (Heathfield, 2020).

It is explain by the development of a culture of private firm because human resource management seeks to find common values with employees to achieve their goals while the personnel management wants employees to attain their purposes and does not care about the culture and values of workers (Heathfield, 2020).

The organisations (government and non profits agencies, firms) can have different type of environment as stable environment with high control and little variation that we find more in governmental agencies where organisation often does not change or dynamic which is decentralized and flexible that we can usually see in firms which need to be innovative to compete competitors that is good for the business. But it depends of the situation of the organisation which are unique.

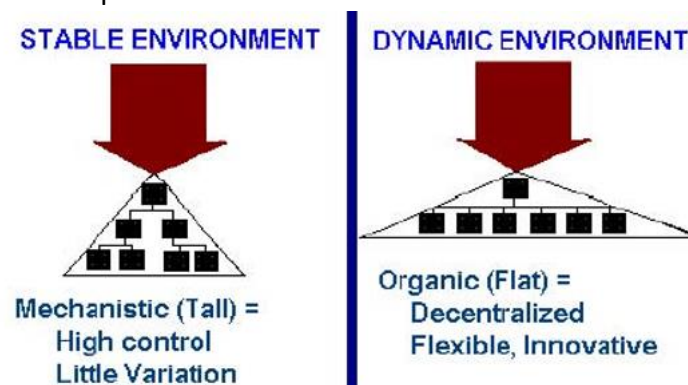


Figure 2 - Two type of environment

4. Application in logistics

4.1. Recruitment

Human resource management and personnel management are very important in logistics and supply chain to find the good manager who have the knowledges and skills. For example in Amazon company in this time of pandemic the firm needs managers who adapt with the resource of the business at the huge demand of products and arrive to supply every customers. For that, human resource management must be sure that the need of staff is satisfied to operate, if employees are train and present at time to prepare goods, to pack, ship and deliver parcels.

If a worker will retire, the human resource management must finds new worker to substitute him. For that, it must seeks in ahead of time an applicant which has got suitable knowledges and skills. When the right worker is find, he will be supervise by the current worker at his post during few weeks or months according to the type job for understand and see what are the expectations of the firm for this job. The last employee will give his legacy at the new worker.

Hiring well people is important for a business to maintain good results or even improve them. For example in warehouse hire worker with right skills and knowledges is necessary to be efficient. Be able to use logistics tools like pallet truck, forklift truck have a licence for it is very important for the safety of employees. If every workers have got a licence and know use logisitcs tools that enable to replace a worker due to absence for example.

4.2. Training

« HRM practices such as : training, work motivation, employee commitment, adaptability, empowerment, leadership and shared values can positively contribute to supply chain success (Shub and Stonebraker, 2009; Read, 2009) » (Anastasiou, 2012).

Human resource management and personnel management help in the process logistics with the training provide at employees. They analyse the needs of skills and knowledges which can useful to upgrade process of supply chain. For example, the use of new tool request training to know how employ this equipement so the results will be better in speed of delivery, quality

of products which will be in well condition, less damage on parcel and merchandise if workers know how to use every logistics tools.

4.3. Team work

The human resource management has a goal to create a union between employees and the different services of company to attain objectives firm. To achieve this target human resource management tries to coordinate all supply chain to make the link between factory, warehouse and shop. Manager of supply chain can be hire to lead the coordination, implement meetings with manager of each division. Also, meetgins can be implement in service every morning to explain goals of day and if there are issues to solve, it can be moment to talk about (Anastasiou, 2012).

Conclusion

Through this report we have seen what are the personnel management and the human resource management and take few examples of their application.

Secondly, we compared both to see their similarities like the moment where they are confronted to a problem from workers, after we saw their implementation of training and then how they organise and make progress the debate for the well of firm.

Thirdly, we explained the differences between personnel management and human resource management with their different ways to hire employee, the significance of welfare with the Maslow hierarchy for the human resource management and lastly we saw in which type of organisations usually are these both managements.

Finally, we saw how these two managements help to improve the process of logistics and increase their results through the hiring, the training of employees and the team work in the company.

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