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**Critically evaluate the similarities and differences between
Personnel Management and Human Resource
Management.**

Human resource management (M6X01291)

Bsc – Logistics and Supply Chain Management

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Introduction

« Man is not only a hand and a heart, but he also has a head, that is to say, he is an autonomous and free agent, capable of reacting not only against standardization, but also against psychological manipulation »

This quote from Michel Crozier, shows that man cannot just be seen as an object or a pawn in companies. This is why the management of personnel and human resources are of great importance today in our company.

In this research paper, the objective is to analyse the comparison between personnel management and human resources management. In this topic,

I would try to explain what is meant by personnel management and human resource management, while talking about their history, from their emergence to the present day.

In addition, we will analyse their differences and similarities. We will see that the two parties have a different vision and direction, but still share a lot of things in common.

We will also see in a few examples how they play an important role in the field of logistics.

1 Definition

1.1 Definition of personnel management

When we speak of personnel management, we also say administrative management of human resources. In fact, it's about the day-to-day management of staff, that is to say, the processing and formalization of recruitment, the processing and monitoring of staff movements, such as delays, permissions, holidays, sick leave... Personnel management is also responsible for the management of payments and salaries, breaches of contracts, but also the application of the internal regulations and the laws.

We can divide personnel management into two different functions:

- Operative function, related to procurement, compensation, employee welfare, collective bargaining.
- Management function, related to planning, organization, direction, motivation... (Sakawinome)

1.2 Definition of human resource management

When we talk about human resources management, it is question of the implementation of the different HRM policies and strategies, such as salary policy, recruitment policy, motivation policy, evaluation and training policy. HRM, is specialized and organized management that deals with the development, use and coordination of people at work, in order to ensure the development of the organization and at the same time individual development through career management.

Human resources management is an ongoing process of ensuring the availability of a willing workforce, that is, put the right candidate in the right job. It is the art of using the human resources of a company in the best possible way, in order to make it as efficient and profitable as possible. Its main activities are: recruitment, selection, training, development, employee services, working conditions, assessment, evaluation... (Sakawinome)

2 History and development

2.1 The emergence of personnel management

Personnel management has existed since the industrial revolution in the 19th century, period characterized by mechanization in the production processes and the development of financial and industrial capitalism. It was during this time that manufacturing companies grew larger and larger, owing to new inventions that changed traditional methods. As a result, companies considered man as a factor of production. (Wikimémoire, 2011)

Between 1850 and 1900, there were many rural exodus, due to the fact that there was more work in the cities, which led to the emergence of large industrial zones but also the emergence of worker concentrations around towns. With the difficult working conditions and the poverty of the workers, many problems of violence and clashes arose in the workplaces, what made that the leaders have taken the working class more into consideration. (Wikimémoire, 2011)

All these problems at work, linked to the inequalities between managers and workers, have caused many dysfunctions.

It was at the beginning of the 20th century that things will change and modernize, thanks to principles of scientific management and in particular Frederick Taylor, with the idea of protecting employees against abuse of power by superiors by establishing rights between employers and employees. (Abdesselem BENDIABDELLAH, Karima BENSIKADDOUR, 2008)

It was between the wars that personnel management was really born, with the appearance of personnel management services in some companies, with the aim of managing social problems, giving rights to employees, dealing with problems related to salaries, employee selection, training ... (Abdesselem BENDIABDELLAH, Karima BENSIKADDOUR, 2008)

After the Second World War, personnel management developed, with specific fields, and became more and more important, managed by more and more qualified employees, and step by step, the notion of the human is gaining ground over the technical notion in the company. (Wikiterritorial, 2020)

2.2 The emergence of human ressource management

In the 1960s, a turning point took place, personnel management was no longer sufficient and human resources management was born. This change was due to the economic crisis, which forced companies to restructure in a different economy, increasingly looking internationally. (Wikimémoire, 2011)

This change was accompanied by the rise of new technologies, and increased competition. Companies had to adapt, staff had to be more and more qualified, the requirements in terms of growth, productivity, deadlines, quality and responsiveness were becoming increasingly stringent. (Wikimémoire, 2011)

These new features required good organization, which led to the appearance of managers, with the objective of planning work, controlling, recruiting, motivating and sanctioning employees. It was during this period that the staff saw themselves as a resource to be maximized, and not only as a cost to be minimized. (Droit-Compta-gestion, 2017)

From the 1990s, companies realized that human resources could allow them to develop a strategy different from those of their competitors, by being more innovative and more efficient. Nowadays, the objective of HRM is to develop the human capital of the company, in order to have a competitive advantage compared to other companies. (Droit-Compta-gestion, 2017)
Personnel management brings an administrative management of employees, while human resources management, has a strategic dimension.

3 Differences and similarities between human resource management and personnel management

3.1 Differences

Personnel management and human resources management did not appear at the same time within companies. Indeed, HRM has a more modern approach to work than personnel management, which is more traditional.

Both have a different management role. That of personnel management is transactional, that is, management with leadership focused on supervision, organization or performance. On the contrary, HRM, use transformational management, it's a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company. (Sakawinome)

Both, do not use the same form of communication. Indeed, personnel management, uses indirect communication, that is to say, it uses letters, emails or even reports to circulate information. These helps to give weight to the messages and to leave traces in company archives. However, this is a fairly slow communication, which does not transmit information in real time.

Human resources management favors direct communication, its objective is to give oral instructions and to have real-time exchanges with the interlocutors. In addition, it is a communication that uses all the languages of the body, such as oral language, body language, intonations or even facial expressions. It is communication that does not use intermediaries, it is face to face, it is efficient, fast and it allows you to deal with unexpected and important situations. However, this type of communication has a short-term memory, which is why sometimes it is necessary to leave a written record in order not to forget. (Ubuntu communication, Véronique Schoeffel, 2017)

These different types of communication, show that in human resources management, decision-making is faster than in personnel management.

Personnel management, manage workforce of the company, while human resources, focuses on optimal use of the company's workforce. Personnel management treats employees as tools or machines, while human resources management sees them as an important asset of the organization. (HRMExam, 2019)

Personnel management and human resource management have a different view of work. Indeed, in personnel management, the basis of job design is the division of labor, while in the case of human resources management, the notion of group work is more present, the employees form teams to do all the tasks together. (HRMExam, 2019)

For example, nowadays, many companies work in open space, it has the advantage of freeing up communication between the employees of a company. All employees are in direct contact, whether visually or audibly. They can therefore exchange very easily and this significantly increases the effectiveness of teamwork. (LesEchos, 2017)

However, it may not be suitable for all employees, because it can generate noise and distract some employees, but also stress and fatigue. (Le Parisien, 2019)

In personnel management, negotiations are essentially collective negotiations, their objectives are to adapt the rules of the labor code to the specificities of the branches of business, in order to protect the social rights of employees. In the case of human resources, collective bargaining is less present, because there are individual contracts for each employee. (HRMExam, 2019)

Regarding salaries, they are not made on the same basis. In personnel management, they are based on job evaluation, while in HRM, compensation is based on performance.

3.2 Similarities

Human resources management and personnel management have different roles in the company, but they have few things in common. Both aim to plan for employee needs, they determine the right number of the right people in the right place at the right time while respecting the staff budget. (WEKA, 2016)

Both are in charge of recruiting and selecting staff. The objective of recruitment is to acquire a competent and motivated workforce who will participate in the success of work within an organization. Selection is the act of choosing or rejecting candidates, its objective is to determine the candidate's behaviour and to predict what he may become. (SEKOU and BLONDIN, 1993)

Before recruitment, a diagnosis is made to verify that all the conditions are met to know if it is really necessary to acquire a new employee. Several phases precede a recruitment:

- The job definition
- Profile definition
- Identification of sources of recruitment
- The establishment of recruitment resources
- The recruitment campaign
- The integration (Maxime MORENO, 2008)

They are both in charge of the orientation and training of staff. Staff training is seen as a strategic tool and an investment, which allows companies to increase the skills and productivity of their workforce, while increasing the quality of their product and service. (Manager-Go, 2020)

They also have the role of managing the salaries and wages of employees. They manage the remuneration of employees, they calculate the employee and employer contributions relating to this remuneration. (CEGID)

Both, have an important role which is to evaluate the employees, in fact, it allows to take a privileged time in order to analyze the evolution of the employee according to his environment, the context and the culture of the organization. The objective is to congratulate the employees' contribution and to express expectations for the future.

In addition, it allows the employee to know what are his strengths and weaknesses in order to become aware of his abilities and improve in his future development. Appraisal greatly influences the compensation and career development of employees. (TechnoCompétences, 2013)

Both parties have the goals and interests of constantly motivating and communicating with their employees. Indeed, employee motivation at work is a success factor for companies. This increases staff productivity and the main motivating factors are:

- Compensation
- Culture and the business plan
- Work conditions
- The development of professional skills. (MyRHline, 2016)

Human resource management, like personnel management, offers benefits and incentives to employees. Indeed, offering a good quality of life at work is essential for the well-being and productivity of employees. It makes them want to stay with the company. It is also a good way to attract the best candidates for recruitment. This involves granting them social benefits such as:

- The establishment of restaurant tickets
- Support part of the cost of transport costs
- Offer company nurseries
- Offer teleworking
- Offer sports subscriptions
- Offer workshops and leisure activities in companies
- Organize corporate bribes
- Provide IT equipment at the employee's convenience

These few examples of social benefits for employees represent a way to boost their attractiveness and make them feel good in the company. (Hunteed, 2020)

4 Human resource management and personnel management in field of logistics.

Logistics corresponds to all the methods and resources relating to the organization of a service, a company ... including handling, transport, packaging and sometimes supplies. Its purpose is to provide a product or service to a requester, in the right quantity, at the right time, in the right quality, at the right price and in the right place. (Larousse,2020)

Good human resources practice is highly effective in the success of organizational operations. Indeed, an effective HRM policy is important in the field of logistics and the supply chain, because in a logistics operation, many actors come into play as: suppliers, customers, warehouses... This requires perfect internal and external synchronization, data sharing and perfect communication between companies. (Ahire, S.L., Dreyfus, P.,2000)

It is the management of an organization's human resources that ensures that the workforce has the skills necessary to effectively use company data to do a good job. (Ahire, S.L., Dreyfus, P.,2000)

We will see how recruitment, training and evaluation, three activities common to personnel management and human resources management, are important in logistics.

4.1 Recruitment

As I said before, logistics is a sector that includes a lot of players, and during a logistics operation, everyone has an important role. The problem is that when someone does their job badly, everyone else in the supply chain is affected. This, represents a waste of time and money, but also a loss of trust between employees in the supply chain. That's why no job is to be overlooked and the goal of recruiting is to put the right people in the right jobs so that the job gets done in the most efficient way possible.

In addition, it is a sector that has evolved, where more and more people are graduating and where it is important for companies to be successful in attracting the best people for their workforce.

4.2 Training

The logistics industry is a constantly evolving industry. And this development concerns all segments of the supply chain from upstream to downstream, and all scales, from world-space to last mile logistics. (Agam, 2019)

Every year, new products in the sector appear. Indeed, this is a sector that has seen technical and technological innovations arrive, and each time, it has been necessary to train employees in these innovations. Like, for example, when RFID tag first appeared in warehouses, it was all new to employees.

Whether it is new material or new working methods, the evolution is permanent. This is why if the companies in the sector want to remain competitive, it is necessary for these companies to adapt to new developments and to train their employees in the best possible way, so that they quickly adapt and use them, in the most efficient way possible.

4.3 Evaluation

Staff appraisal is a management tool used in human resources and personnel management. This makes it possible to take stock of an employee, often at the end of the year, which allows the employee to know his development. (De Santis, Appvizer, 2020)

In logistics companies, the number of employees is often high, for example in large warehousing platforms or as at Amazon for example. These employees do not often have the time and the opportunity to share a moment with their manager. It is therefore the only time for them to promote discussion with their supervisor, to share their requests with them or to let them know their training needs to develop their skills. (De Santis, Appvizer, 2020)

Logistics is a sector with many prospects for the future, it is possible to go from operator to manager in the same company and in a short time. Assessment also helps promote employees who are able to go up a level, by changing jobs in company and allowing them to earn more money.

Conclusion

We have therefore seen through this document what role personnel management and human resources management played within companies. It has been observed that human resources have become embedded over the years in entrepreneurship, and today, human resource management represents an important part in the strategies of the companies.

In addition, we have listed and compared their differences but also their similarities in order to understand their role and their field of action.

Finally, we saw through 3 common actions, how important personnel management and human resources management, were in logistics.

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