

The shift from the concept of personnel management to the concept of human resour...

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Human resource management and personnel management are two approaches used in managing employees within an organization. Personnel management deals with employment rules, employees, and their payroll as noted by Price (2007). Human resource management on the other hand is not only concerned with the management of the work force but also contributes to the success of the organization. Personnel management is an old practice which is continually being replaced by the human resource management, a practice which is becoming popular on daily basis (Fleming, 2000).

Modern business entities have adopted human resource management because it facilitates improved performance in the organization (Price, 2007). It does so by following the HR cycle which consists of employee recruitment and selection, benefits and compensation management, training and performance management (Thompson, 2014). In selection and recruitment, the right mix of employees is recruited and deployed. Human resource management helps in analyzing resumes and interviewing job applicants within an organization. Through this, the best candidates are employed. Every organization has a duty to attract, recognize, motivate, and retain the most competent members of staff. It is the duty of the human resource department to ensure that employees with high value within an organization

are identified and compensated effectively as a way of encouraging them to continue working with the organization (Fleming, 2000). The human resource department should put in place the most effective remuneration policy to satisfy all employees. With fast changing technology, employees in every organization need to update their skills and attributes frequently. It is the duty of the human resource management to ensure that employees are trained so as to meet their current and future roles in the organization. New employees may also be trained so as to align their skills with their jobs (Thompson, 2014). Human resource management also sets and communicates the organization's goals to employees. This is done through performance management which helps employees to put their efforts where they are required the most within the organization. Human resource management collects and disseminates information related to all employees. It may also organize social events to enhance cooperation among employees (Thompson, 2014). Effective use of complete HR cycle is instrumental to organization's performance.

Small organizations that have no specialists in human resource staff have line managers. Line managers perform roles similar to those of human resource managers (MacDonald, 2014). Line managers ensure that underperforming employees are questioned and supervised in order to improve their performance. They make sure that every employee understands the consequences of his/her underperformance (MacDonald, 2014). They also set measurable and realistic goals and approve actions to be taken. During review periods, line managers conduct review meetings. In case employees are underperforming, it is the line managers' duty to find

out and address them accordingly. For instance, when production in cement industry drops, the line manager should know reasons and their solutions (MacDonald, 2014).

Currently, human resource management is affected by numerous legal practices. The process of hiring and firing must be done in accordance with the existing laws (Benjamin, 2014). This means that human resource managers are not able to fire underperformers without following the existing law. Also, the law defines wage range for organization. Human resource managers cannot pay salary of their choice but what is defined by the law (Benjamin, 2014). This is an indicator that all human resource practices should follow existing rules and regulations.

Human resource management has replaced the personnel management because it is more beneficial. In addition to managing employees, it helps them to improve their performance. It also cares for their wellbeing so as to make sure they give their best in service.

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