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PERSONNEL ADMINISTRATION

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QUESTION PAPER

(June - 2019)

(Solved)

PERSONNEL ADMINISTRATION

Time: 3 Hours]

[Maximum Marks: 100

Note: Answers the questions as per the instructions given in each section.

SECTION-A

Answer the following questions:

Q. 1. Discuss the methods of testing merit for recruitment.

Ans. Ref.: See Chapter-15, Page No. 77, 'Merit System' and 'Methods of Testing Merit'.

Q. 2. Explain the meaning of bureaucracy and describe its types and features.

Ans. Ref.: See Chapter-5, Page No. 20, 'Meaning of Bureaucracy', 'Types of Bureaucracy' and 'Features of Bureaucracy'.

Q. 3. Examine the core principles recommended by the Second Administrative Reforms Commission 2008 that can build ethics and integrity in public services.

Ans. Ref.: See Chapter-21, Page No. 114, Q.No.2.

Q. 4. Elucidate the main features of joint consultative machinery.

Ans. Ref.: See Chapter-23, Page No. 121, 'Introduction', Page No. 122, 'The Salient Features of JCM Scheme' and 'The Functions of Councils Board of Arbitration'.

SECTION-B

Answer the following questions:

Q. 5. Explain the meaning and methods of job evaluation.

Ans. Ref.: See Chapter-19, Page No. 96, 'Job Evaluation' and 'Methods of Job Evaluation'.

Q. 6. What are the motivators for increasing work efficiency?

Ans. Ref.: See Chapter-25, Page No. 134, 'Motivators which promote efficiency'.

Q. 7. Discuss human resource planning as a function of personnel administration.

Ans. Ref.: See Chapter-2, Page No. 5, 'Functions of Personnel Administration' and Page No. 6, Q.No. 1.

Q. 8. Write a note on position and rank classification.

Ans. Ref.: See Chapter-8, Page No. 35, 'Bases of Classification' and Page No. 36, 'Types of Classification'.

Q. 9. Briefly mention the advantages and limitations of administrative tribunals.

Ans. Ref.: See Chapter-12, Page No. 59, 'Advantages and Limitations of the Administrative Tribunals'.

Q. 10. 'Efficiency Rating is a method of testing merits for promotion.' Explain.

Ans. The efficiency rating system is the most useful of testing merit for finding the most able and efficient person for promotion. It is a fair and reliable system of rewarding the most efficient person and eliminating those who are comparatively less competent. It not only rewards merit but also the careful and faithful service. It keeps the employees alert and up-to-date. It guarantees the promotion to the best out of the available staff. These are some of the positive points of the efficiency rating system but there are many negative aspects of this system, it is not objective as it depends upon the subjective judgement of those superior officers who prepare the service record, and also of the rating officers. It is difficult to prepare a good 'rating form' which will include all qualities, traits or criteria necessary for effective rating. More sensitive employees become nervous and self-conscious because of this system and their morale is depressed. The rating system

leaves room for negligence, low integrity and subjective judgement of the rating officer. The final judgment has to be taken by the promotion making authority. In this method, efficiency is rated on the basis of service records. These records are maintained in respect of all employees. Assessment is done on the basis of some qualities, traits, performance, output records, evidences, or check-lists, etc. Qualities or traits like knowledge of work, personality, judgement, initiative, accuracy, willingness to take responsibility, neatness, punctuality, organising ability, etc. or output of the employee is rated as Above average, Average, Below Average or it may be rated as Outstanding, Very Good, Good or Average. These records are used for rating the efficiency and suitability of an employee at the time of promotion. This efficiency rating system is now widely followed for testing merit for promotion.

Q. 11. Write a note on the changing complexion of public services.

Ans. Ref.: See Chapter-3, Page No. 89, 'Introduction' and Page No. 11, 'Changing Complexion of Public Services'.

Q. 12. 'In-service training is a significant component of training.' Elaborate.

Ans. Ref.: See Chapter-11, Page No. 52, 'In Service Training' and Page No. 54, Q. No. 3.

SECTION-C

Answer the following questions:

Q. 13. Describe the role of specialists.

Ans. Ref.: See Chapter-9, Page No. 41, 'Role of Specialists'.

Q. 14. Explain the different types of morale.

Ans. Ref.: See Chapter-25, Page No. 135, 'Types of Morale'.

Q. 15. Discuss the role and functions of Staff Selection Commission.

Ans. Ref.: See Chapter-10, Page No. 48, 'Staff Selection Commission : Role of Functions'.

Q. 16. Give suggestion on making the public Personnel Administration.

Ans. Ref.: See Chapter-4, Page No. 16, 'Evolving Efficient Public Personnel Administration'.

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Sample Preview of The Chapter

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PERSONNEL ADMINISTRATION

Personnel Administration

Concept, Nature and Scope of Personnel Administration



INTRODUCTION

Personnel administration is an integral part of public administration. Public administration may be taken as the one which consists of getting the work of government done by coordination of the efforts of the people so that they can work together to accomplish their tasks. The success of any administration therefore depends largely upon the efficient and coordinated working of the human beings and to get maximum outcome of human beings requires conscious efforts on the part of top management or government. It requires sound personnel administration, which is concerned with the creation of harmonious working relationships among its participants and brings about their utmost individual development. It can thus, be derived that the entire machinery of the public administration will break down, if the problems of personnel administration are not adequately solved. Personnel administration is a method of developing the potentialities of employees so that they will get maximum satisfaction out of their work and give their best efforts to the organisation.

CHAPTER AT A GLANCE

CONCEPT OF PERSONNEL ADMINISTRATION

Personnel administration is primarily concerned with the organisation of men; therefore, the main objective may be summarised as to utilise the available human resources in a way so as to get the work done effectively to the maximum satisfaction of the individual worker, to seek their cooperation in accomplishing the general goals of the organisation.

Meaning of Personnel Administration

Personnel administration is the branch of public administration, which can help an organisation in the

management of personnel resources with the use of well thought out principles, practices and rationalised techniques in selecting, retaining and developing personnel for the fulfilment of organisational objectives systematically and scientifically. It is the Art and Science of planning, organising, implementing and evaluating the personnel resources in any organisation to ensure their best use for the achievement of the objectives, goals, and targets of an organisation. Dale Yoder uses personnel administration as “Manpower Management” instead of “Personnel Management” and includes both labour relations and personnel administration within its ambit. In the words of **Thomas G. Spates**, “Personnel administration is a code of the ways of organising and treating individuals 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 its optimum results”. According to **Flippo**, personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel of an organisation for the purpose of contributing toward the accomplishment of that organisation’s major goals and objectives.

An analysis of this definition gives us the following salient features of Personnel Administration:

- (i) There are certain specific and guiding principles of personnel administration, which gives us a set of techniques of handling men at work and also a point of view.
- (ii) Good personnel administration helps individuals to utilise their capacities to the full and to attain not only maximum individual satisfaction from their work but also satisfaction as part of a work group. In other words, personnel development is the aim.
- (iii) If people are skilfully handled both as individuals and as group members, they will

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respond by giving their best work to the organisation, of which they are a part. This means that democracy is stronger and more effective than authoritarianism and that, where men and women are free they will be happier and work more effectively than if they are regimented. One of the greatest rewards of personnel management is in the realisation and demonstration of this.

Nature of Personnel Administration

Personnel administration is the basic function of administration, which means getting effective results with people. It permeates all levels of management, since each executive must depend upon his subordinates for good results, and the foremen or first-line supervisors must build an effective work team of people whose performance will meet or exceed expected standards. Personnel Management touches all types of management. Unless they have to secure the cooperation of other people, whom they have employed to assist them. In short, every member of the management group, from the top to down, is a "Personnel Manager", so to speak, in the vital sense, as they seek to get effective long-run results, through the efforts of the people, who look up to them for direction and leadership. This does not, however, mean that an organisation can dispense with an officially designated personnel manager. In every organisation there should be someone who is primarily concerned with helping to develop in operating officials, the point of view and skill of Personnel Administration.

Personnel administration is not restricted to factories and wage earners. It is also important in offices, sales departments, laboratories, and in the ranks of management itself, where top officials must win the co-operation of their subordinates. Nor is good personnel management something needed, by private industry alone. Industries in Public Sector, non-profit institutions, Government, and the armed services require personnel officer. The relationship between the personnel department and line organisation may be summarised as follows: the activities of personnel department are directed towards making line control of the human element stronger and more effective—not towards usurping that control....In short, the personnel staff recommends, co-operates and counsels, while line management actually adopts and applies the policies, techniques and procedures in its operations.....No matter how excellent the plan on which the activities of the personnel staff are based, no matter how capable they are, the personnel programme cannot be successful unless the line organisation is doing a good personnel job at workbench. Therein, lies the major clue to the proper relationship between the line and staff organisation in the matter of personnel policy and practice.

Modern personnel administration should keep management informed on a continuous basis of all personnel tangial and in-tangial, that indicates either positive accomplishments, or warning signal in companies personnel practice. The tangial indicators are absenteeism, manpower turnover and company's productivity. The in-tangial indicator is employee's attitude. The tangial indicators with skilled analysis, predict the future. It is also the responsibility of the personnel administration to guide company's policies. If the human assets of a firm are misused in the process of making profit, such profit will not continue indefinitely. In fact, adverse long-term effects will be felt in the work force. So, to avoid this problem, maintain balance between concern for people and profitability by periodically assessing the achievements and defects in the company's personnel system.

The efficient utilisation of company's human assets must be the objectives of the entire line supervision throughout the company. The basic personnel responsibility lies with the supervisors. The personal administrator's objectives in this connection, is to ensure that the line supervisor is aware of personal responsibility and carries them out. He must demonstrate to supervisors that the solution to technical problem will not be effective unless they are arrived at, with due consideration for the human problems involved.

The personnel administration counsel assists the line supervisions in its personnel responsibilities, but he does not administer any company policies directly outside his own department. Although the personnel department may maintain attendance records and countersign termination actions, this does not mean that it is controlling absenteeism by terminating offending employees.

PERSONNEL ADMINISTRATION: EVOLUTION AND DEVELOPMENT

The origin of Personnel administration can be traced to the concern about exploitation of people working in factories and was introduced through law of the land in most of the countries to deal with issues pertaining to grievances and welfare of the workmen.

As the dynamics in relations between trade unions and management changed, the personnel management responsibilities grew beyond welfare to other areas, such as ensuring amicable industrial relations and effective personnel administration.

During this period, the emphasis was on formulating and monitoring conformance to rules and procedures.

The last three decades saw, the changes in the competitive environment brought about by growing competition, which resulted in availability of wide choice for customers and that in turn, gave a new dimension to marketplace – customers' preference,

which in effect drives companies to continuously innovate and provide the kind of value to customer that competition cannot match.

With this shift in business dynamics, the realisation dawned on companies that people and their knowledge is the only source of sustainable competitive advantage, as other resources related to materials, equipment, technology, finances, etc. have proved short lived, in the absence of human capital capable of deploying these resources effectively and efficiently.

SCOPE OF PERSONNEL ADMINISTRATION

The scope of personnel administration is quite wide. It includes all activities which help the management in getting the work done by the labour force in the best manner possible to accomplish the organisational objectives. The main objective in any organisation is the optimum utilisation of available resources. The objectives of personnel administration can be classified into general objectives and specific objectives.

General Objectives

(i) Maximum Individual Development: The employer should always be careful in developing the personality of each individual. If an act of the employer can adversely affect the personality of the individual, he should avoid it. Employer should establish and support such human values that may have social recognition and importance. They should always be regarded as partners and given due importance. The objective of Personnel Administration as a bridge between the management and the employees, is to keep the management apprised of positive accomplishments and warning signals in the personnel practices. If the human assets of an organisation are being misused in the process of profit maximisation, it is definitely a short term achievement, because in the long run, the adverse effects felt by the work-force will translate into lesser profits for the organisation.

(ii) Desirable Working Relationship between Employer and Employee: It is the major objective of personnel administration to achieve a desirable working relationship between the employer and the employees so that they may cooperate with the management. Both of them must rely on each other. The personnel administrator should get it realised to the top management that personnel should be given fair and equitable treatment and on the other hand, convey to the workers that they should cooperate in achieving the goals of the management. The basic responsibility for the personnel lies with the supervisors although the administrator supplies tools such as policy, record keeping, control and advice.

(iii) Specialised Services: The administrator provides the tools such as record keeping, policy-making, controlling and advising. Although not directly

responsible for the personnel, which lies with the line supervisor, he may examine causes for non-efficiency or non-effectiveness, suggest remedial measure, perform research into proposed personnel procedures, handle negotiations with a government agency, etc. The basic objective here is to provide assistance to the line supervisor whilst simultaneously ensuring that the line supervisor meets his responsibilities to the personnel.

(iv) Molding of Human Resources: Human beings is the most important resource and the only active factor, which engages all other factors of production. Therefore, the administrator should emphasis the effective utilisation of human resources as compared to physical resources so that production and productivity is optimised. Other factors of production will be ineffective without effective molding of human resources.

NEED FOR REFORMS IN PERSONNEL ADMINISTRATION

The personnel in an organisation are responsible for the quantity and quality of the performance and output of an organisation. The value of money and material to the performance of an organisation depends mainly upon their manipulation by the individuals in an organisation. Sometimes, we witnessed that the poorly devised machinery may be made to work if it is manned with well-trained, intelligent and imaginative staff. The best-planned organisation may also produce unsatisfactory results if it is operated falsely. The personnel constitutes an integral part of the organisation. The skills, aptitude, integrity and organising capacity that they can build the image of their organisations as effective institutions in the nation building. We witnessed a shift of focus with the second Administrative Reforms Commission (ARC) in 2005. Its emphasis on Right to Information, human and social capital, local governance, crisis management, capacity building and e-governance which examines personnel administration within the 'reforms' framework. The first ARC of 1966 on public sector undertakings, citizens' grievances and planning machinery for reforms, the second ARC's endeavour to strengthen human resources in public services is a leap forward. The Civil Services Survey 2010 believes that "The State needs to focus on the irreducible role of government that is required to fulfil human potential and promote rapid economic growth."

Personnel administration with its ever-increasing responsibilities has become an essential part of management. There is also a need for making personnel administration accountable for formulating cost-effective policies and programmes, and establishing the positive relationship between the organisation and environment. There is rapid requirement believes for making personnel administration responsible for bringing about innovative changes in the structure of

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organisation, undertaking personnel research and conducting attitude surveys. A changing scenario calls for better recruitment procedures, newer training techniques, superior re-training methods, smoother coordination between private and public welfare programmes, etc.

CHECK YOUR PROGRESS

Q. 1. What is meant by personnel administration?

Ans. Personnel administration is the study and practice of managing an organisation's human resources. It has the functional areas of recruitment, selection, retention, development, assessment, and adjustment of personnel. As companies reorganise to gain competitive edge, human resources plays a key role in helping companies deal with a fast-changing competitive environment and the greater demand for quality employees. Research conducted by The Conference Board has found six key people related activities that human resources completes to add value to a company:

1. Effectively managing and utilising people.
2. Trying performance appraisal and compensation to competencies.
3. Developing competencies that enhance individual and organisational performance.
4. Increasing the innovation, creativity and flexibility necessary to enhance competitiveness.
5. Applying new approaches to work process design, succession planning, career development and inter-organisational mobility.
6. Managing the implementation and integration of technology through improved staffing, training and communication with employees.

Q. 2. Discuss the nature of Personnel Administration.

Ans. The Personnel Administration module of the new system is designed to maintain data about persons. Persons are objects that hold positions within the organisational structure; therefore, person objects are also known as employees. Employee data may be maintained by processing personnel actions. The personnel actions are related to activities in an employee life-cycle. Actions include hire, transfer, change in pay, position reclassification, leave of absence, separation, etc.

Q. 3. Write a note on the evolution and development of Personnel Administration in India.

Ans. On the Fourth of July 1929, the Imperial Government of Britain constituted the first Royal Commission of Labour in India with the express mandate to enquire into and report on the existing conditions of Labour in Industrial undertakings and plantations in British India.

The Royal Commission of 1929 was the first of a series of such commission of labour with similar mandates held afterwards i.e. the Labour Investigation Committee-1946, the National Commission of Labour (1967-69).

Under colonial rule, conflicts inherent in PPA did not arise from administrative ideals; neither were they manifestations of conflicts between imperialist and indigenous systems of production. On the contrary, these conflicts stemmed from the expectations of local allies of the imperialist forces for more facilities. It must also be mentioned that the British felt the need to Indianise the civil service in its own interest, particularly following the First World War. Industrial development in some European countries gave rise to competition at the International level among capitalist forces as they tried to capture markets. Naturally, the British sought to strengthen their own position in the colonies. For this purpose, they tried to win over native administrators and political elites by granting them various concessions.

Q. 4. Discuss the scope of Personnel Administration.

Ans. The scope of personnel administration is becoming diversified as the number of personnel is increasing in magnitude and complexity. It is classified as under the following heads for clarity and understanding:

(a) Personnel Functions: Personnel administration has to concentrate on various aspects like recruitment, training, promotion, conditions of service employee's welfare, etc.

(b) Environmental Linkages: Personnel administration has to develop links with the immediate, intermediate and external environment to make itself effective and efficient.

(c) Constitutional Provisions and Executive Orders: Personnel administration has to function in accordance with the constitutional provisions and executive orders.

(d) Personnel Associations: The employees unite in the form of associations to get their genuine grievances removed. Many of these associations are legally recognised. Therefore, there is a need to understand their role in personnel administration.

(e) Responsibility to Legislature through the Executive: We have to study the role of parliamentary institutions like Ombudsman, Parliamentary Commissioners, Lok Pal, Lok Ayukta, in order to understand the relationship between personnel administration and the beneficiaries or people at large.

(f) Modern Management Functions: Personnel administration has to keep abreast with the latest developments in the area of management and administration and use them for improving the skills of their employees. ■ ■