

Personnel management in the aspect of the company management

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ABSTRACT

Purpose: This paper presents personnel management development in recent years. The main focus was on the workers selection follows through the choice of the suitable methods of recruitment and selection preceded the planning of personnel needs.

Design/methodology/approach: The theoretical research results of the personnel resources management obtained in the past decades and progressed in recent years are reviewed.

Findings: It is very clearly and well understood from the presented paper that the workers choice is the continuous process, adapted to the changing needs of the organization.

Research limitations/implications: This review makes clear that the value and development of the enterprise depends on the correct selection of workers.

Practical implications: Informations included in this paper are very useful material for the present and future enterprises which are supposed to make a choice of new workers. Implications for practice and further research are discussed.

Originality/value: This article describes an up-to-date personnel management and its development, taking into account the main stages of this management before employment process.

Keywords: Production planning and control; Personnel management; Personnel planning; Personnel recruitment and selection

1. Introduction

Manufacturing systems are faced with continuously changing market conditions. Due to this fact, enterprises are permanently forced to adapt their organizational and personnel structures to new requirements created by these changing market conditions. In order to fulfil these requirements, it is becoming more and more important to take the cost intensive personnel resources into consideration [1,2].

In analysing the relationship between employee and organization, two extreme standpoints can be distinguished. One school of thought claims that organizations do not exist (reification): there are only people (parts) working together to obtain specific goals.

The opposite standpoint is the claim that separate human beings cannot function without a social context, such as an organization, providing a meaning to the life of individual employees [3].

The most important aims and tasks of personnel departments, realize at the modern organizations, are the following activities [4]:

- Personnel planning,
- Recruitment,
- Selection,
- Work and task systems
- Training and development;
- Assessment;
- Rewarding;
- Participation.

2. Personnel planning

The planning which focuses on the prognoses of the future demand of the organization on workers is first step in the logging of human supplies both from among already engaged in the enterprise how and from behind him [5,6].

The frame thanks to conducted recruitment and selection becomes in the course of the selection appeared person or persons applying about the work group, fulfilling criteria required by the institution.

After positive finishing the process of recruitment and selection, the management of the organization makes the decisions about the employment.

The planning of human resources consists in the settlement of the future workings, which aims to undertake for the achievement the appointed aim. Planning of human supplies answers the strategy of the organization, defines future structure and the size of the employment [7,8].

The process of the planning of human supplies defines the level of personnel needs indispensable to frame and the realization of the strategy of the management human supplies. This is the process in which should be consider the present and future requirements in the face of workers in the relationship with the realization of the established strategy. The basis of the success of this process is good employment plan arising from early worked out strategy of the development (Fig. 1) [9].

The datum-point of the human resources planning is to determine factors, which influence on that supplies. The internal factors connected with the firm and external factors resulting from the surroundings of the organization should be qualified.

Factors connected with the firm are following [10]:

- vision, mission and the aims of the activity of the firm;
- plans in the range of production and logistics, the development of technology, marketing and finances;
- the organizational structure of the enterprise;
- the financial shape of the enterprise;
- the size and structure of possessed human supplies, according to such the criteria as: the occupied position of work, lids, possessed qualifications;
- the efficiency of the work;
- applied technique and technology;
- the time of the work.

The most important factors connected with surroundings of the firm [10]:

- situation on the labour market,
- the accessibility and the information topicality relating to free places of the work;
- economic situation;
- position of the firm on the market, her credibility;
- competition of different organizations, in the peculiarity matters connected with the height of offered pays and the possibilities of the development of the professional career;
- rate and the directions of the development of used and related technologies;
- valid law regulations, which contain norms and duties of the employer in the range of workers employment,
- development of education and education conditioning the quality of the accessible supplies of the work.

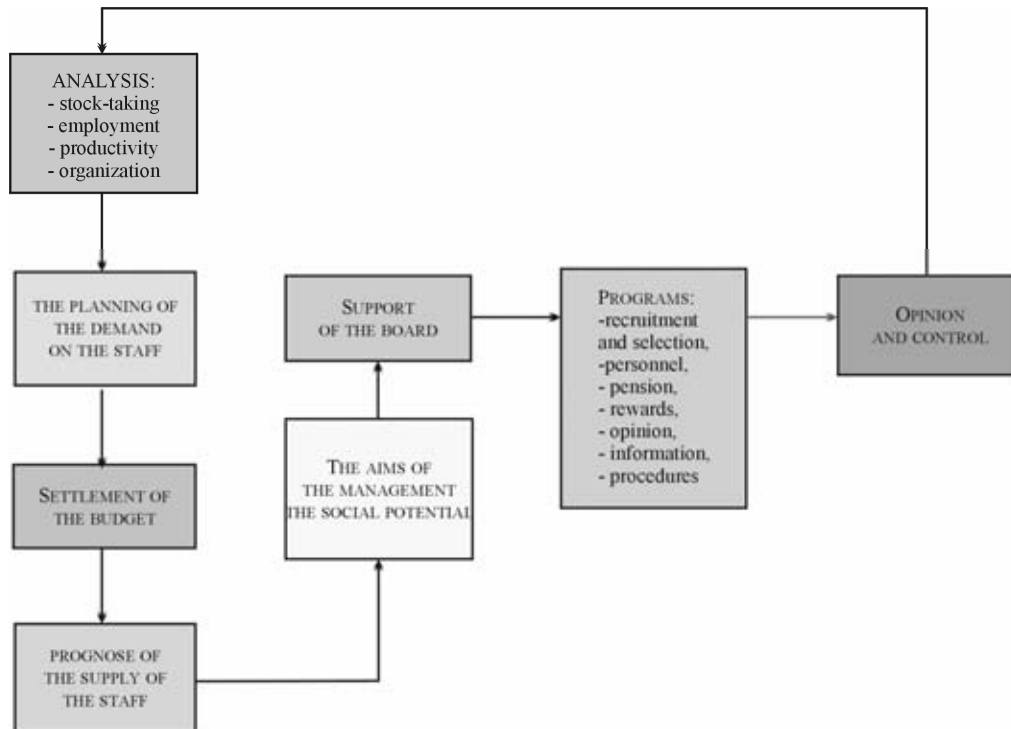


Fig. 1. Process of the personnel planning [9]

3. Process of workers choice

The decision-making about the logging of definite candidates should be preceded by planning personnel needs. So the balance of the employment should be made continuously to formulate it, which allow to estimate the level of the workers usefulness to the realization of the present and future tasks at the organization [11].

The profile of the position of the work is the point of the exit of the led correctly process together with indispensable requirements to its assumption.

The typical description of the position of the work takes into account the name the positions and connected with it range of basic duties, authorizations and responsibility, the level of the education, the level of desirable skills and the special features of the personality.

Characterizing the position of the work - its place in the organizational structure and also the conditions of the work should be qualify.

So the constructed description of the position of the work serves the possibilities to prepare candidate personal profile.

The guild of personal, places oneself the features and skill which from the point of the employer sight are for the given

position the most essential in the profile [4].

In the personal profile are placed such features as: the skill of communicating, the strength of convincing, emotional stability, initiative. Seeking the candidate to the special kind of works he also gets under the attention his physical values in many cases. Recruitment ends with the moment of the preparation of the work candidates list [11].

The workers choice is the continuous process, adapted to the changing needs of the organization.

Two stages: recruitment and selection consist on the process of workers choice [12]. Personnel needs are defined during recruitment, creates professional profiles and establishes criteria and the way of the choice. In second stage - the selection - the candidates final choice is achieved.

The requirements for a selection system are knowledge, skills, ability, and other characteristics [14]. The selection is sometimes the long-lasting and complicated process, what represents the Figure 2 [15].

The goal of personnel selection, as all business processes, is to ensure an adequate return on investment. In the case of selection, this entails assurances that the productivity of the new hires produce more value than the costs of recruiting, selecting,

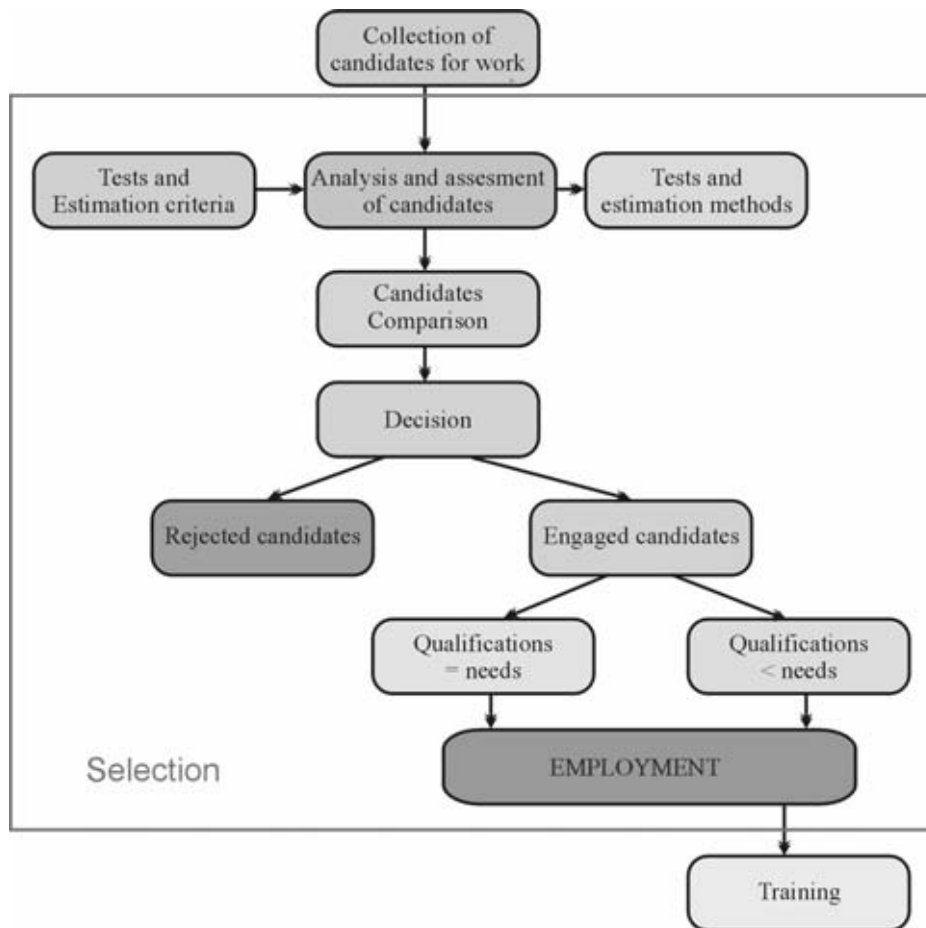


Fig. 2. Selection diagram [15]

and training them. Within industrial psychology, the area of utility analysis specifically addresses this issue.

Selection is conducted by specify methods (social and psychological measurements) [13].

Examples include the use of minimum or desired qualifications, resume/application review, scored biodata instruments, oral interviews, work performance measures (e.g., writing samples), and tests (cognitive ability, personality, job knowledge).

The process ends making the decision about employment and signature of the contract.

4. Conclusions

Dynamic changes proceeded in the world, the development of the technology, the increasing competition requires from the participants of the processes of the management the organizations of the continuous adaptation changing surroundings. To match this challenges, necessary becomes the possibly of the fullest human supplies utilization.

The effective system of the personnel management supplies consists of the row related with each other processes. One attributes the special part to the proper logging of human supplies.

Workers selection follows through the choice of the suitable methods of recruitment and selection preceded the planning of personnel needs. So the value and development of the enterprise depends on the correct selection of workers.

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