

MANAGEMENT THOUGHTS IN THIRUKKURAL



Unit-5

PERSONNEL SELECTION

Recruitment and selection of personnel is one of the vital areas of management. According to Edwin b. Filippo, 'Recruitment is the process of searching for prospective employees and simulating them to apply for jobs in the organisation. Selection is the process of logically choosing individuals who possess the required skills, abilities and personality to successfully fill specific jobs in the organisation.

The success of an organisation significantly depends on the quality of personnel, which in turn depends on the effectiveness of selection process. A right person who is selected will be an asset to the organisation while the selection of a wrong person will mean an unwanted and unavoidable liability to the organisation for ever.

The success or failure of an organisation depends not on materials, machines and equipments, but on the efficiency of the personnel. In the words of Deyner, "Materials, machines and even offices themselves can be replaced and any risks involved can be insured against, but a good loyal team of workers can not be replaced so easily".

According to Dr. David Freemantle, "When you select the person, you select a potential contribution to profit". Any amount of time and effort is worth spending in the selection process since employees are the building blocks of the organisation.

Though selection is such an important function, it is not uncommon to find organisations selecting persons purely on the basis of recommendations (of political leaders, bureaucrats, union executives and other influential persons).

Almost all books on personnel management make a mention about selection of personnel based on recommendations as one the methods of selecting personnel. Loyalty to the organisation, economy, predisposition to accept the work environment etc., are also given as the supporting factors in favour of selection of personnel on the basis of recommendations. The harmful effects of such a policy will definitely be more serious in nature and will be detrimental to the interests of the organisation. Managers should not be carried away by the wrong notion that those selected on the basis of recommendations and influences would be personally loyal to them.

Thirukkural strongly advocates against selection of personnel based on influences and subjective considerations and advises managers to desist from giving consideration to personal loyalty in the selection process.

"To rely on personal loyalty to knowledge and ability to perform is not the way to employ."

(Verse 515, *Thirukkural*)

There could be no compromise in the selection of personnel and the chief executive or the personnel manager who is in charge of the selection process should bear in mind that the organisation will flourish if selection of personnel is done on objective rather than subjective considerations and that the organisation will perish if subjective considerations and influences mar the selection process.

PERSONNEL WELFARE

In the words of Deyner, "materials, machines and even offices themselves can be replaced and any risks involved can be insured against, but a good loyal team of workers cannot be replaced so easily." Thus personnel management occupies a key position.

A war is won by the involvement of soldiers who fight in the fields. The Generals may provide plans and directions, but without the wholehearted contribution by the soldiers, victory is not possible. This is equally so in any business organisation.

In the past, the industrialists and the managers believed that their only duty towards their employees was to pay them satisfactory wages. However, in the course of time, psychological researches proved that workers required something more important, i.e., human treatment. Understanding has now been reached that if the management of an organisation cares for its employees, the employees will take care of the organisation.

Hence the outlook of present day managers has changed from mere 'Profit through people' to 'Profit through people, not at the expense of them.'

Work force are no longer considered as a mere 'Variable cost' as was considered in the past. On the contrary, work force is now being considered as a prized asset.

The present day personnel managers and HRD managers put forth their objectives as under.

- Workers should be provided with adequate remuneration.

- They should be provided with job security.
- They should be provided with increased job satisfaction.
- They should be given facilities for proper training & development.
- They should be provided with proper work environment.
- They should be provided with healthcare and recreational facilities.
- They should be provided with opportunities for advancement etc.

According to Peter F. Drucker, "the proper or improper use of the different factors of production depend of the wishes of the human resources. Hence, besides other resources, human resources need more development. Human resources can increase co-operation, but it needs proper and efficient management to guide it."

Though so much has been said about personnel welfare, if we want to put it in one word, the manager should give top priority to the 'Interests' of the employees.

*"Keep clear in mind the welfare of workers
whose efforts depend the progress of the world."*

(Verse 520, Thirukkural)

STAFFING

Staffing is one of the major functions of management. Staffing function deals with human beings of different backgrounds, skills, interests and personal traits.

Staffing function concerns the recruitment, selection, training and development of personnel, and assigning the right jobs for the right persons. Good staffing ensures effective performance of other functions as well and hence better results. Staffing functions thus helps in building a sound pool of human resources with perfect matching of their abilities with the requirements.

Dr. A.S. Ganguly, who was chairman of Hindustan Lever Ltd., (1980-1990) observed as under:

"...By a combination of factors, Hindustan Lever was able to attract a group of ordinary people and enable them to perform extraordinarily..."

A close observation of his statement will bring out the fact that it was the effective staffing that has enabled ordinary people perform extraordinarily.

In fact there is no group of people who can be termed 'Ordinary'. Every individual has inherent abilities to perform certain jobs better than others. The success of staffing function depends on identifying the capability of individuals, nurturing their talents in their respective areas of interest and providing them with job opportunities matching their skills. Once such a perfect harmony is achieved, success will be pre-written story.

• Thus, staffing function helps in making best case of the talents of persons working in the organisation and enables them to use their potential for the betterment of the organisation. This apart, staffing function also helps individuals in achieving their individual personal gains, which also goes a long way in enhancing their performance and contribution to the organisation.

The concept of 'right man for the right job' has been brought out by *Thirukkural* in simple terms.

"Select a person with qualities required to accomplish the kind of job and then entrust the job to him."

(Verse 517, *Thirukkural*)