

P-HRM: Combine of PM and HRM

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Abstract: Personnel HRM is combine of PM and HRM. PM is continuous for application in firms as an administrative function. On the other hand, HRM field takes over of responsibilities of PM. HRM departments currently implement HRM-related activities in organizations. They are, for example, training, compensation, recruitment, careers and others. There are two responsibilities of HRM departments in organizations: employee affairs and HR-related activities. Employee affairs are related with administrative functions. HRM has mission of performance both individual and firm, since 1990s. Wright (1992) articulates that HRM is relation between HRM practices and firm performance. On the other hand, Boston Consulting Group (2010) specifies that future of HRM might be talent management. So, there may be two dimension of HRM: performance and talent management. Therefore, firms may apply performance-oriented HRM and talent management in their structure. Firms may apply personnel HRM in their structure, which is related with apply of personnel management and human resource management together. Firms might have specialists (experts) for administrative functions, and experts for HRM-related practices. Therefore, personnel HRM is: personnel HRM = PM + HRM, or P-HRM = administrative function + HRM practices. Firms have specific task person for these each role above.

Key words: P-HRM; HRM; personnel management; HR Department

JEL codes: M21, M50, M51, M52, M54

1. Introduction

This paper discusses relation of PM and HRM. It is relation of personnel management and human resource management, and called as personnel HRM, i.e., P-HRM.

This paper aims to increase efficiency of HRM practice in firms. HR manager, HR professional, HRM practices, and HRM department are crucial to efficient practice of HRM practice in firm.

2. Literature Review

PM is related with job performance, and HRM is related with employee performance.

There might be viewpoint difference between PM and HRM. Employees are intellectual capital in HRM, who contributes firm's objectives. PM is related with organizational jobs. Jobs are finance, marketing, accounting, production, supply, logistics and others. PM advises personnel that those jobs must be implemented.

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3. Personnel HRM

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$$\text{personnel HRM} = \text{PM} + \text{HRM}$$

or

$$\text{personnel HRM: administrative function} + \text{HRM practices}$$

Firms have specific task person for these each role above.

4. Case Study: Kondra International

Suppose Kondra International has 300 employees, and HRM department operates with 5 task person. New manager is appointed for the department, whose name is Seckin. Seckin reorganized HRM department. Mehmed becomes responsible for employee affairs, i.e., for administrative function. Because legal obligations create much more workload for this department. In European HRM, contextual perspective is necessary. Two others, Fatima and Semiha, are handling for HRM practices mission.

Strategic Plan of departments is prepared by top management, or board of directors. Seckin plans activities of HR department through weekly, or daily meetings. Team argues operations of HRM department. That company implements *personnel HRM* as above.

5. Discussion

This paper discusses personnel HRM. It is combine of personnel management (PM) and human resource management (HRM). Firms currently apply of employee affairs and performance in human resource management. Talent Management is another variable of HRM. Employee affairs take enormous time of HR professionals, and HRM aims to increase performance of employees. Since 1990, HRM has performance target: Firm performance and Individual performance. Today, HRM is also interested with talent management. Thus, HRM currently has two dimensions: performance, and talent. Therefore, HRM departments in firms implement both employee affairs and performance improvement.

Furthermore, PM existed in firm management until 1970s. HRM started discussion in 1980s, and 1970s. HRM take over PM practices such as training, compensation, career, performance evaluation, recruitment and

others. However, PM continued as employee affairs in firms. It is daily activities. Thus, firms currently operate PM and HRM together in firm structure as employee affairs and performance. Therefore, this notion may be named as personnel HRM. Personnel HRM is application of PM and HRM together in firm structure. It is employee affairs and performance focus. HRM departments currently implement HRM practices for performance. HRM practices aim to increase employee performance. And employee performance may have an impact on firm performance subsequently. Further, HRM departments currently implement employment-related issues, those issues may be identified as employee affairs. Employee affairs take most time of HR professionals in firms. Thus, it needs specific task person. Personnel HRM combines those two concepts with above notion: employee affairs and performance. Academics timely adds talent figure to performance figure in HRM field. Therefore, firms may have specialists for employee affairs, and for HRM practices, performance focus and talent organization.

Continued, this study assumes that HRM is continuing discipline of PM. PM departments were established in organizations during 1930s. HRM concept started being applied in 1970s and 80s. HRM took over employee responsibilities of personnel management. However, PM exists in organizations as employment-related issues. Therefore, personnel HRM concept might be applied in firms as PM and HRM. Finally, Personnel HRM has employee affairs and performance improvements orientation. Aim of HRM is efficiency. Major sign of efficiency might become performance, individual performance.

Personnel HRM concept may increase efficiency of HR professionals and efficiency of HRM departments. HRM departments and professionals are important for implementing human resource management in firms. For example, there may be specific specialists for employee affairs in HRM departments, and for other activities of HRM. For example, Society for Human Resource Management, USA, focuses its activities on increasing competency of HR professionals in USA.

6. Conclusion

Personnel HRM may classify organization of HRM department, and it may increase efficiency of HRM. The new approach may be called as p-HRM.

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