

A COMPARATIVE STUDY OF HUMAN RESOURCE MANAGEMENT AND  
PERSONNEL MANAGEMENT

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**Abstract**

It is clear from the literature that human resource management represents a shift in focus and strategy and is in tune with the needs of the modern organization. Human resource management concentrates on the planning, monitoring and control aspects of resources whereas personnel management was mainly about refereeing between the management and employees. During the last two decades there emerged an increasing use of the term 'human resource management' (HRM) to replace the traditionally known term 'personnel management'. This change is, however, still a subject of debate and controversy. The critical question is whether the set of practices known as HRM is fundamentally different from those of traditional personnel management. The purpose of this paper is to examine what is new in the concept of human resource management in comparison to personnel management, its distinctive features and how different are they from those of traditional personnel management. The paper further takes a peep into history and the development of the field of Human Resource Management in Nigeria. It also looks at the internal and external influences on the field of Human Resources Management. This paper utilizes the method of descriptive analysis to explain the major differences between the two practices.

**Keywords:** Human Resources Management (HRM), Personnel Management, Nigeria.

**Introduction**

Many researchers have been recently arguing the difficulty of distinguishing clear differences between human resource management (HRM) and personnel management. Some authors believe that the difference is just a change of label as Torrington (1989); Armstrong (2000); Sharma (2009) and Geraghty and Chikafa (2015) noted and there is no difference in the content of human resource management. "HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be

no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resources, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise” (Armstrong, 2009:13).

However, Guest (1987), storey (1992; 1995), Legge (1995), Yaun (2013) and Habib and Rahim (2015) regard HRM as a substantially different model built on unitarism (employees share the same interests as employers), individualism, high commitment and strategic alignment (integrating HR strategy with the business strategy). It is claimed that HRM is more holistic than traditional personnel management. Human resource management (HRM) is concerned with performing the same functional activities traditionally carried out by personnel management, but human resource management approach or performs these functions in a qualitatively distinct way when compared with personnel management (storey, 1989). Reasoning along similar line, Nmadu (1999) concluded that HRM has strategic dimensions necessary to managing people in this new age.

According to Cole (2002:4), personnel management is defined as “part of management involved with people at work and with their relationships within an organization. Personnel management seeks to attain efficiency and fairness. It intends to bring together and develop an effective organization workforce, enabling each employee to make contributions towards the success of the organization. It provides reasonable terms and conditions of employment, and satisfying work environment for those employed”. Bratton and Gold (2012:7) on the other hand defined Human Resource Management (HRM) as “a strategic approach to managing employment relations which emphasize that leveraging people’s capabilities and commitment is critical to achieving sustainable competitive advantage or superior public services. This is accomplished through a distinctive set of integrated employment policies, programmes and practices, embedded in an organizational and social content”.

According to Koster (2007:26), human resource management is a completely different philosophy and an approach contrast to personnel management. In his view, human resource management provides a completely new form of managing personnel and can therefore be regarded as departure from the orthodoxy of traditional personnel management. The analysis of the major differences between the two practices is the mainstream of this paper.

### ***The Concept of Personnel Management***

The origin of personnel management can be traced to the concern about exploitation of people working in factories and was introduced through the laws of the land 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 (Adegoke, 2016). During this period, the emphasis was on formulating and monitoring conformity to rules and procedures. The last two 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 realization 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.

Companies now bank on the exercise and application of the potentials of human domains: knowledge, skill and attitude. The application of these in relation to the environmental situation to predict and bring out positive values that meets customers' expectations and competitive advantage, became a veritable springboard for measuring the value of people in a work situation. This marked change in attitude of managements saw the transformation of personnel management into a new concept of Human Resource management (Guest, 1987), which characterizes implementation of personnel policies to maximize objectives of organizational integrity, employee commitment, flexibility and quality.

At this point, it is necessary to define the concept of personnel management. Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational goals (Novit, 1979). According to Nmadu (1999), "personnel management is the responsibility of all those who manage people, as well as being a description of the work of those who are employed as specialists. It is the part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of management".

French (1987) on the other hand defines personnel management as the recruitment, selection, maintenance, development, utilization of and accommodation of human resources by organizations. The human resources of an organization consist of all individuals, regardless of their roles, who are engaged in any of the organization's activities. An organization may be a manufacturing firm, and insurance company, an agreement agency, a hospital, a university, a labour union, a church, an army or an airline. It may be small or large, simple or complex. It may have longevity or it may be here today and gone tomorrow (Mulluis, 1985). For the purpose of this paper, personnel management is seen as the process of obtaining, maintaining and sustaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

### ***The Concept of HRM***

"There's an old joke that goes... the organization of the future will be so technologically advanced that it will be run by just one person and a dog. The person will be there to feed the dog, and the dog will be there to make sure that the person doesn't touch anything". – Ed Gubman.

In the past, observers feared that machines might one day eliminate the need for people at work. In reality, just the opposite has been occurring. People are more important in today's organizations than ever before. As Ed Gubman, author of the Talent Solution, point out, "In many fast-growing economics, it may be easier to access money and technology than good people". Competitive advantage belongs to companies that know how to attract, select, deploy, and develop talent.

We use a lot of words to describe the importance of people to organizations. The term 'human resources' implies that people have capabilities that drive organizational performance (Along with other resources such as money, materials and information). Other terms such as 'human capital' and 'intellectual assets' all have in common the idea that people make the difference in how an organization performs. Successful organizations are particularly adept at bringing together different kinds of people to achieve a common purpose (Bohlander & Snell, 2007). This is the essence of human resources management (HRM).

The practice of human resource management (HRM) is "concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, resourcing (Human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being, health and safety and the provision of employee services" (Armstrong, 2009).

The overall purpose of HRM is to ensure that the organization is able to achieve success through its people. It sets to increase organization's effectiveness and capability. The following definitions address the overall objective.

Human resource management comprises a set of policies, designed to maximize organizational integration, employee commitment, flexibility and quality of work (Guest, 1987). According to Boxall, Purcell and Wright (2007), HRM is "the management of work and people towards desired ends". In the words of Bohlander and Snell (2007) HRM is "the process of managing human talent to achieve an organization's objectives".

Armstrong (2009) defined human resource management (HRM) as "a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations". Human resource management (HRM) in the context of this paper is defined as the set of activities which indicate an increased awareness of the implications of the phrase "human resources". It requires that employees be treated as important resources to be invested in prudently, to be used productively and from whom a return can be expected, a return that should be monitored wisely. Reasoning along similar lines, Thomas J. Watson, the founder of IBM, said, "you can get capital and erect buildings, but it takes people to build a business". Therefore, human being is the center and yardstick of everything. Central to the growth, viability and survival of any organization, private or public, is the effectiveness of acquisition, utilization and maintenance of the organization's human resources (Habib & Rahim, 2015).

#### ***Development of Human Resource Management in Nigeria***

Wage employment had not always been the practice, not only in Nigeria but the whole Africa. The head of the family, in this case the father, was at the head of "economic affairs" of the family: planning on the type, size of farming and where to sell the produce. He housed, fed and clothed the family who laboured on the farm. The issue of wages was unthinkable. The situation changed with the coming of commercial organizations in the country at the turn of the 20<sup>th</sup> century when wages had to be paid for jobs done. Wage employment then became both for the private and public sectors. Three main factors influenced the rapid development of the human resource management field in Nigeria:

### **1. Trade Unions**

During the first half of the twentieth century, most industrial and commercial concerns in Nigeria were small and personnel function was virtually non-existent. Where it did exist, it was performed by the general manager himself who sometimes delegated it to his personnel assistant with the coming of the civil service in 1912 and the first general strike of 1945, the need for a full time personnel to handle grievances arose. But it was also understood that there were no qualified or trained persons for these positions, so employers (who were mostly non-Nigerians) had to adopt a strategy. A Nigerian personnel assistants who could understand local union leaders better was put in place, to pass across views of management at negotiations. So began a trend. The bulk of Nigerians recruited as personnel officers were often trade union leaders and personnel assistants to the general managers. Therefore, apart from public relations, one of the first functions to be Nigerianised was the personnel function.

### **2. N.E.C.A**

The Nigerian Employers Consultative Association (NECA) has also influenced the development of human resource management. It was born in February 1957 to provide a national forum for all employers to participate in the formulation of the national labour policy, it was also a forum with which the ministry of employment, labour and productivity could consult with as it did with Nigeria labour unions. It is a purely consultative body which advises, encourages and warns in the broad field of human resource management on such issues as recruitment, selection, testing, induction, training, grievance processing, discipline, job analysis, interpreting labour legislation and collective agreements. Since 1968, NECA has been running advance courses in industrial relations. It also carries out surveys of training activities in member organizations and forward it in a “memorandum of advice and guidance” or through “NECA News”

### **3. Ministry of Labour**

At the time the general managers and their personnel assistants were manning the personnel function, it was the officials of what is now called ministry of employment, labour and productivity that were guiding them over labour matters and other disputes with trade union leaders. Although the HRM function has developed reasonably and satisfactorily, the advice and services of this ministry have been invaluable.

### ***Distinctive Features of Human Resource Management***

Accounts of human resource management are often presented as if they represent a dramatic and fundamental break with the past practices. It is argued, for example, that it represents a change of paradigm in the following ways;

- i. From a union-dominated and compromise-riddled industrial relations to an individualistic and strategically-oriented human resource management;
- ii. From the obstructive and bureaucratic personnel department to the business-driven and ‘can do’ human resource function;
- iii. A focus on individualism rather than collectivism, as the basis of employment relationships.

The competitive nature of the business environment practically forced organizations to become more strategic in their activities to enhance their competitive advantage. This was because the tradition model of personnel management focuses on proffering short term solutions to problems while contemporary human resource management is more

strategic making long term plans to achieve the overall goals of the organization. The advent of human resource management resulted as a solution to take care of the deficiency in personnel management.

While Legge (2005:42) found some of the key distinctive feature in the definitions of HRM, Guest (1987) said that there is a need for greater precision of an operational analysis to be provided. The first possibility is to use theories of control in organizations derived from the related sociological and psychological literature (Mcgregor, 1960 cite in Guest, 1990). Guest (1987) and Walton (1985) have mentioned the contrast. Walton (1985) differentiated control and commitment, nevertheless since both approaches are forms of control, it is more suitable to tag them compliance and commitment. Personnel management is strongly connected with compliance base system of control whereas human resource management is usually associated to commitment. The normative view of the dimensions are show below:

### *Alternative Assumptions and Beliefs Underlying Human Resource Management*

| <b>Compliance</b>     |                                     | <b>Commitment</b>     |
|-----------------------|-------------------------------------|-----------------------|
| Psychologic Contract  | Fairday's word for a fair day's pay | Reciprocal Commitment |
| Locus of control      | External                            | Internal              |
| Employee relations    | Pluralist                           | Unitarist             |
|                       | Collective                          | Individual            |
|                       | Low trust                           | High trust            |
| Organizing principles | Mechanistic                         | Organic               |
|                       | Formal/defined roles                | Flexible roles        |
|                       | Top-down                            | Bottom-up             |
|                       | Centralized                         | Decentralized         |
| Policy goals          | Administrative                      | Adaptive workforce    |
|                       | Efficiency                          |                       |
| performance           | Standard performance                | Improving             |
| utilization           | Cost minimization                   | Maximum               |

**Source:** Guest (1990:152)

### *Comparative Models of HRM and Personnel Management*

Legge (2005:44) indicated that, it is imperative to compare normative model of personnel management with the normative model of HRM, in order to have fair judgement of each of the concept. On the basis of this, Jucius (1975) cited in Legge (2005:46) defined the normative model of personnel management as "the field of management which has to do with planning, organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force such that: (i) objectives for which the company is established are attained economically and effectively; (ii) objectives of all level of personnel are served to the highest possible degree". On the other hand, the Harvard model of HRM offered by Beer and Spector (1985) comprised of situational factors, stakeholder interests, HRM policy choices, HRM outcomes, long term consequence and a feedback loop. This model unites employees' characteristics,

management philosophy, labour market regulation, societal value and suggests a meshing of product market and societal logics as noted by Bratton and Gold (2012:9). Comparing the two models suggests clear differences, as the model of HRM emphasis hinged on the long-term consequences in terms of individual well-being, organizational effectiveness, and societal well-being.

The term ‘Human Resource Management’ (HRM) has virtually replaced ‘personnel management’ (Armstrong, 1984). Human Resource Management is regarded by some personnel managers (Fowler 1987; Torrington & Hall, 1991; flippo 1992; cumming, 1993; and Lee, 2002) as just a set of initials, or old wine in new bottles. It could be no more and no less than another name for personnel management... but it has the virtue of treating people as a key resource, the management of which is a direct concern of top management as part of the strategic planning process of the enterprise.

However, Guest (1987), Storey (1992;1995) and Legge (1995) regard HRM as a substantially different model built on:

- Unitarism-Where employees share the same interests as employers.
- Individualism-Individualism in management approach.
- High commitment and strategic alignment-Where HR strategy is integrated with business strategy.
- People as assets rather than variable costs.
- A more holistic model than tradition personnel management.

Notwithstanding the above, fowler (1987) concluded that “the real difference between HRM and personnel management is not what it is, but who is saying it. In a nutshell, HRM represents the discovery of personnel management by chief executive”. That is, the chief executives have found out that personnel management is a major elemental function of top managers.

Guest (1987) has describe some broad stereotypes which could be used to highlight the difference between the two models. Compared with personnel management, HRM is concerned with the following:

- i. Self- control rather than external control;
- ii. Long- term rather than a short-term perspective;
- iii. A unitary rather than a pluralistic perspective;
- iv. An organic rather than a bureaucratic structure;
- v. Integration with line management rather than specialist;
- vi. Maximum utilization rather than cost-minimization.

Storey (1995) brilliantly portrayed these differences in his book titled ‘Developments in the Management of Human Resources’. The differences are illustrated below:

| DISTINGUISHING FACTORS –PERSONNEL MANAGEMENT AND HRM |   |   |
|--|---|---|
| KEY ASPECTS  | PM                                      | HRM   |
| 1: BELIEFS AND ASSUMPTIONS                           |   |   |
| Contract   | Careful delineation of written contract | Aim to go beyond written contract-go by the spirit of the contract. |
| Rules  | Importance of devising clear rules      | “Can do” attitude- impatience with rules                            |
| Guide to management action                           | Procedures                              | Business and customer needs,  |

|                                    |  |  |
|------------------------------------|--|--|
|                                    |  | flexibility and commitment                                 |
| Behaviours                         | In line with customs and norms           | In line with values and mission                            |
| Manager's task vis-à-vis labour    | Monitoring                               | Nurturing  |
| Nature of relation                 | Pluralist                                | Unitarist  |
| Conflict                           | Institutionalized                        | De- emphasized   |
| 2: STRATEGIC ASPECTS               |  |  |
| Key relations                      | Labour –management                       | Customer   |
| Initiatives                        | Piecemeal                                | Integrated   |
| Corporate plan                     | Marginal                                 | Central  |
| Speed of decision                  | Slow                                     | Fast   |
| 3: LINE MANAGEMENT                 |  |  |
| Management role                    | Transactional                            | Transformational leadership                                |
| Key managers                       | Personnel/IR Experts                     | General/business/line managers                             |
| Communication                      | Restricted flow/indirect                 | Increased flow/direct                                      |
| Standardization                    | High (e.g. functional equality) an issue | Low. Not seen as relevant                                  |
| Prized management skills           | Negotiation                              | Facilitation   |
| 4: KEY LEVERS                      |  |  |
| Selection                          | Separate, marginal task                  | Integrated, key task                                       |
| Pay                                | Fixed grade                              | Performance-related  |
| Conditions                         | Separately negotiated                    | Harmonization  |
| Labour-management                  | Collective bargaining                    | Towards individual contracts                               |
| Job categories and grade           | Many                                     | Few  |
| Job design                         | Division of labour                       | Team work  |
| Conflict handling                  | Reach temporary truces                   | Manage climate and culture                                 |
| Training and development           | Controlled access to courses             | Learning company/culture                                   |
| Foci of attention of interventions | Personnel procedures                     | Wide ranging cultural, structural and personnel strategies |

**Source:** Storey, 1995

Nayab and Elizabeth (2010) cited in Adegoke (2016) summarized the differences in what could be called the SANA approach. This is an acronym for Scope, Approach, Nature and Application:

***Scope***

Human resource management is broader in scope than personnel management. The scope of personnel management include functional activities such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labour law compliance, training administration, and related tasks.

Human resource management includes all these activities plus organization developmental activities such as leadership, motivation, developing organizational culture, communication of share values, and the like.

***Approach:***

The human resource management approach remains integrated to the company's core strategy and vision, and seek to optimize the use of human resource for the fulfillment of

organizational goals. This strategic context of human resource management make it more purposeful, relevant, and more effective compared to the personnel management approach.

The personnel management approach tends to attach much importance to norms, customs and established practices, whereas the human resource management approach gives importance to values and mission. The personnel management approach also concerns itself with establishing rules, policies, procedures, and contracts, and strives to monitor and enforce compliance to such regulations, with careful delineation of written contract. The human resource management approach remains impatient with rules and regulations, and tends to relax them based on business needs and exigencies, and aims to go by the spirit of the contract rather than the letter of the contract.

***Nature:***

Human resource management remains integrated with corporate strategy and takes a proactive approach to align the workforce towards achievement of corporate goals. Personnel management remains aloof from core organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. For instance, while the personnel management approach concerns itself with a reactive performance appraisal process, human resource management approach has a more comprehensive and proactive performance management system that aims to correct performance rather than make a report card of past performance.

***Application:***

Human resource management remains integrated with the organization's core strategy and functions. Although a distinct human resource department carries out much of the human resource management tasks, human resource initiatives involve the line management and operations staff heavily. Personnel management on the other hand, remains an independent staff function for an organization, with little involvement from line managers, and no linkage to the organizations core process.

Human resource management gives greater thrust on dealing with each employee independently and gives more importance to customer. Focused on developmental activities and facilitating individual employees rather than bargaining or negotiating with trade unions. Personnel management also strives to reconcile the aspirations and views of the workforce with management interest by institutional means such as collective bargaining, trade union based negotiations and the like. This leads to fixation of work conditions applicable for all, and not necessarily aligned to overall corporate goals.

Finally, we find that personnel management lays down rigid job description with many grades and a fixed promotion policy- usually based on seniority and performance appraisal rating. Human resource management, on the hand, has relatively fewer grades and ranks, with broadly defined job responsibilities providing much scope for applying creativity and initiative, and plenty of career paths, with skills, talent and commitment the key drives of career advancement.

While noting clear similarities between HRM and personnel management, Legge (1995) drew attention to some general differences. First, she identified the following significant points of similarity:

- i. Both models emphasize the importance of integrating HRM/personnel practices with organizational goals.
- ii. Both models vest HRM/personnel firmly in line management.

iii. Both models emphasize the importance of individuals fully developing their abilities for their own personal satisfaction, and to make their best contribution to organizational success.

iv. Both models identify placing the 'right' people into the 'right' jobs as an important means of integrating HRM/personnel practice with organizational goals.

She has however, identified three major differences between the two practices:

i. Personnel management is often viewed as a management activity aimed at non-managers. HRM has a particularly strong focus on the development of the management team. There is an image of the organization as a team with a common source of loyalty, one focus of effort and one accepted leader.

ii. In personnel management, the role of line management is an expression of 'all managers manage people' with most specialist personnel work implemented within line management's department. HRM gives much greater responsibilities to line managers-moving beyond personnel management's sense of developing responsibility for the implementation of a set of personnel policies, that are still for the most part centrally determined, to a position in which line managers are seen as business managers, responsible for co-ordinating and directing all resources in the business unit, in pursuit of bottom-line results.

iii. Most HRM models emphasize the management of the organization's culture as the central activity for senior management.

### ***Challenges of Modern Human Resource Management***

Generally it is always easy to identify problems in any field of endeavour. The field of Human Resources Management is one in which problems must occur because of changes within and outside the organization. Within the organization nature and expectations of the workforce have posed tremendous challenges. The external environment filled with government regulation and government deregulation, energy costs, increased competition, concern for productivity, applications of the behavioral sciences, foreign innovations in management practice and technological change have all contributed to the following challenges:

#### **1. Changing Mix of the Workforce**

If one individual is unique and therefore presents a challenge to the general understanding, multiply that individual by the hundreds of thousands in one organization, add to that the changing social conditions reflected in workers' attitudes, values and expectations, then you have a picture of the broader problems of managing workers. Major changes in the mix of the workforce are:

##### **a. Increased levels of formal education**

Increasingly, people are better educated. Gone are the days when people were satisfied with just a first degree. To make career prospects better, people entering the workforce are armed with more than just one degree or diploma. This increased level of education has also led to increasing number of skilled job openings against jobs that require just "brawn". In this category of professional and technical people are scientists engineers, lawyers, accountants etc. managing such "knowledge workers" is extremely challenging besides the serious conflicts and strains mounted in times of promotion.

**b. The challenge of Woman Entering the Work Force**

We have more female employees, more married female employees and more working mothers. In Nigeria not only are woman an active part of the workforce, a few are in managerial positions and some even heads of their various organizations. There is no question, dealing with female gender requires skill on the part of the manager in work assignments, shift and maternity leave issues.

**2. Changing Values of the Workforce**

A generation ago there was the work value termed “work ethic” where work was seen as having spiritual meaning buttressed by such behaviour or norms such as punctuality, efficiency and effectiveness.

This “work ethic” has however declined in favour of quality of work life, where people desire a balance between work and leisure and in some cases an existential view of life. People prefer to do their jobs their own way. Human resources managers must adopt programmes so as not to infringe on individual freedom, to allow “creativity” to flow. More disastrous is the attitude that wants a share out of the “National cake” that is not yet quite baked. This is characterized by lateness, absenteeism, lack of diligence and sheer waste of resources.

**3. Changing Demands of Employers**

Businesses constantly undergo changes in their internal environment in response to competitive pressures and advancing technological progress. Two of such major changes are:

**a. Growth of Multinationals**

Multinational corporations produce over half of the world’s goods and have operations around the world. Pains must be taken in selection of people who can work in foreign countries with the support of their spouses and who have cultural sensitivity and political awareness.

**b. Technological Change**

Technological change and improvements are creating rapid change, particularly in certain industries. Not only are the nature of products changing, jobs too are changing. Employers are restricting traditional assembly lines, making possible more flexible working assignments and giving workers substantial responsibility for quality control. The results are structural unemployment, labour relations problems and adjustment (sometimes unions die as in the case RORO Port and Dockworkers union in 1992) and adjustments in wage structures (individual piece rates give way to group reward) and human relations difficulties.

**4. Changing demands of government**

Even though in Nigeria right up to the early 1990s decrees came in at an alarmingly fast pace one can recognize and appreciate the fact that Human Resources Management is being legalized in our society. Virtually, every human resources management function is affected by some government regulation. We find that what applies to the public sector (the largest employer of labour in Nigeria) very well sets the pace for the private sector. Lets examine a few.

a. **Employment**

There are certain government regulations governing employment. For instance it is required that organizations that are public and federal reflect the federal character in their employment. Private organizations located in localities must express a sense of social responsibility to such localities by employing certain percentages of their workforce from such communities especially for lower cadre, low skilled positions.

b. **Compensation**

Credit must be given to various commissions in Nigeria: The Morgan, Adebo, Udoji, Alonge and the National Commission on salary and wages review-for constantly reviewing minimum statutory wages. Although collective bargaining is the most democratic means of arriving at salaries and wages, in its absence, the government has issued guidelines that are followed.

In Nigeria, the private sector pays comparatively higher wages at top levels, even so legislation is required to stop them from exploiting low-skilled workers. And generally once public sector salaries are reviewed the private sector also takes stock, if nothing, to at least maintain the “gap”.

c. **Development**

Even without regulation, organizations tend to follow the fashion of the federal government in paying attention to development needs especially for top management positions. Going outside the country to Britain, Germany, Holland and the United State of America for short duration courses is a common phenomenon in Nigeria.

d. **Integration**

Increasingly, employees in all ‘walks of life are taking advantage of the right to unionise, the right to associate. One can hardly point to a body of employees in Nigeria that is unorganized and with legal backings. We need to observe that even though some Unions like the Nigeria Union of Teachers (NUT), the Nigerian Medical Association (NMA), have had successes with government as their employer, the same government has wielded its stick against others such as national Union of Petroleum and natural Gas Workers (NUPENG) Petroleum and natural Gas Senior Staff Association (PENGASSAN) and Academic Staff Union of University (ASUU) and with relevant decrees backing the sanctions.

e. **Maintenance**

From medical care, to safety and health standards for employees and retirement plans and workers compensation, federal regulations state minimal acceptable conditions. So although human resources managements should not be seen as having a wholly legalistic bent, it will be an unwise human resources manager that does not take time to find out the requirements of the law even with the help of a lawyer to avoid unnecessary litigation from workers or from the Federal Ministry of Employment, Labour and Productivity. Belonging to the employers association (NECA) can also be an advantage.

**Conclusion**

After careful analysis, it can be deduced that there is substance to the contention that HRM differ from personnel management. The traditional personnel management often

focuses on managing a workforce from an administrative standpoint. The function is to ensure people are hired, oriented, paid on time and have their complaints and needs addressed. HRM remains integrated with corporate strategy and takes a proactive approach to align the workforce toward achievement of corporate goals. In the foregoing discussion, we have shown that there is much to admire in the HRM (as opposed to personnel management) approach to the management of people in organizations.

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