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# PERSONNEL, PROFESSIONALISM AND LEARNING ENVIRONMENT

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## **Professionalism and Profession**

The success or failure of an organization largely depends on the level of professionalism of its personnel. It is, therefore, one of the most critical aspects of human management. Professionalism as defined by Frank B. Miller includes (a). high standard and careful definition of the job, preceded by long careful preparation (b). a set of loyalties with standards of performances set by the profession as well as by the employer and (c). a considerable investment of time and effort keeping up with changes in practice. In brief, professionalism is a value-loaded concept involving knowledge, expertise, commitment, vision, perspective and integrity.

A profession denotes rendering service to the society in accordance with central values through a systematic body of knowledge, commitment and vision in a methodical way. It involves necessary training and skills for performing the job entrusted. In brief, profession requires theoretical knowledge of the subject, education and training for competence, integrity resulting from the application of the moral code of ethics, meaningful dialogue among colleagues and co-workers in place of arrogance, show of authority. It needs continuous study of professional literature, debate, discussion over the latest trends and developments in the discipline. Here it would be relevant to quote Aristotle who said that a committee is wiser than the wisest of its members. This shows that every thinking person, may be lesser known and not placed high, can add something to whatever is being resolved. Decision of a committee is based on consensus which is an outcome of longer debates and serious discussions among its members. This decision would always be more rational, authentic and functional than the opinion of one person, however, knowledgeable, competent and talented he/she may be.

## **Personnel**

Personnel management has multiple roles to play both in and outside the organization. In fact, it includes personnel administration which is an integral part of management. Its objectives are three-fold (a). catering to the need and development of the organization, (b). personal interest and job satisfaction and (c). attaining the social goals. It may be stated that management is predominantly culture specific. Culture, precisely speaking, includes knowledge, belief, morals, law, custom, tradition, ethos etc that an individual acquires as member of a given society. The personnel are also required to adapt to an inter – disciplinary approach for understanding, analyzing human behaviour with a view to facilitating success of organizational goals while watching and safeguarding individual interests of the personnel. To sum up it may be stated that the personnel be concerned with cognitive as well as with the affective domain. The cognitive domain is concerned with the taxonomy of organizational objectives which may include knowledge, comprehension, application, analysis, synthesis and evaluation. The affective domain includes objectives of interests, attitudes, values, development of appreciation and adjustment. It may, however, be conceded that it is very difficult to study and analyse human behaviour in a scientific and objective way as internal feelings and emotions are not as clear as overt behaviour manifestations. The testing procedures for the domain are still not globally standardized.

## **Organising Learning Environment**

Learning is an un-ending continuous life long process. In this age of science and technology the traditional mode of learning has been substantially replaced by e-learning. Briefly speaking e-learning is commonly referred to the international information and communications technology. E-Learning is gaining popularity because of its direct relation to the increasing access to information and communication technology and its reduced cost. The capacity of information and communication technology to support multimedia resource-based learning is also relevant to the growing interest in e-learning.

Congenial environment is pre-requisite for learning. Biologically speaking, environment is said to comprise whole range of external influences acting on an organism. To be precise, environment may be defined as the aggregate of all the external conditions and influence affecting the life and development of an organism. Here we are concerned with the environment in which the personnel work in an organization. We propose to study and analyse the environmental factors which affect the personnel in their working. Here we take into consideration the socio-economic structures and cultural configurations which affect the man and the environment. In sum, environment in an organization means relationships between man and bio-physical surroundings, between man and fellow workers which affects his thoughts and actions.

Following Aristotle's teleological method, environment in an organization should be conducive for the development for both the organization and its personnel. There should be no conflict between the two as the goals of both are identical. The growth of an organization essentially includes the growth of its personnel. To be personnel-friendly environment the system should be open and transparent. Democratic values should be inherent in the system. The system should provide facilities and favourable conditions to the personnel to enable them to be at their best. Merit alone should be the only criterion of promotion and elevation to the higher position, neither age nor hierarchy. Decision making should be based not on the show of authority but on rational thinking and competence. Effort should be made to evolve consensus for arriving at some decision. Then there should be a provision for creatively resolving conflict by replacing win-loss situations with win-win types. Conciliation, not confrontation, should be the mode. This may further be stated that sincere efforts be made to reduce dysfunctional competition and maximize collaboration. Healthy competition is necessary but competition that embodies rivalry, vengeance does not lead to the growth of an organization. Rules be adhered to but inter-personal relationship is no less important for creating harmony and congeniality. Mutual respect, love, trust and comradeship contribute a lot to the development of an organization. There should also be a well developed communication system for effective functioning of an organization. Proper feed back system is equally important. There should a provision for regular meeting, discussions, seminars in which all the employees have an opportunity to participate irrespective of their ranking, expertise and qualifications. An organization should be well-equipped with a library comprising relevant literature including latest books and journals relating to the subject.

Last but not the least is the role of the leader who is also the manager. An organization needs a manager not an administrator, not a boss but a leader. It is said that an administrator hides his ignorance under the cover of arrogance because he believes in issuing orders, not in dialogue, in hierarchy not in comradeship. He can cite reasons as to why work was not done whereas a manager will show how a work can be done, all odds notwithstanding. A manager is a facilitator and a motivator and does not show his authority.

Here we quote from an unknown source an extract that aptly shows how a leader is different from a boss qualitatively.

### **BOSS OR LEADER ?**

The boss drives his men,  
The leader inspires them;

The boss depends on authority,  
The leader depends on goodwill;

The boss evokes fear,  
The leader radiates love;

The boss says "I",  
The leader says "we";

The boss shows who is wrong,  
The leader shows what is wrong;

The boss knows how it is done,  
The leader knows how to do it;

The boss demands respect,  
The leader commands respect;

SO BE A LEADER  
NOT A BOSS.

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