

## CHAPTER-6

### STAFFING

#### CONCEPT SUMMARY

##### MEANING OF STAFFING :

Staffing has been described as the managerial function of filling and keeping filled, the positions in an organization structure. Staffing is identifying the requirement of workforce followed by recruitment, selection, placement, promotion, appraisal and development of personnel, to fill the roles designed into the organization structure.

##### NEED AND IMPORTANCE OF STAFFING:

In any organization, there is a need for people to perform work. The staffing function of management fulfills this requirement and finds the right people for the right job. The staffing function has assumed greater importance these days because of rapid advancement of technology, increasing size of organization and complicated behavior of human beings. The ability of an organization to achieve its goals depends upon the quality of its human resources.

##### STAFFING AS A PART OF HUMAN RESOURCE MANAGEMENT:

Staffing is a function which all managers need to perform. It is a separate and specialized function and there are many aspects of human relations to be considered.

It is the responsibility of all managers to directly deal and select people to work for the organization. When the manager performs the staffing function his role is slightly limited. In small organizations managers may perform all duties related to employees' salaries, welfare and working conditions.

But as organizations grow and number of persons employed increases, a separate department called the human resource department is formed which has specialists in the field to manage people. Human resource management includes many specialized activities and duties which the human resource personnel must perform.

## **STAFFING AS A PART OF HUMAN RESOURCE MANAGEMENT (HRM)**

Human resource management (HRM) includes many specialized activities and duties which the human resource personnel must perform. These are:

- 1) Recruitment, i.e., search for qualified people.
- 2) Developing compensation and incentive plans.
- 3) Training and development of employees for efficient performance and career growth.
- 4) Handling grievances and complaints.
- 5) Providing grievances and complaints
- 6) Providing for social security and welfare of employees.
- 7) Defending the company in laws suits and avoiding legal complications etc.

## **IMPORTANCE OF STAFFING**

The right people can help to take a business to the top; the wrong people can break the business.

The need for staffing function has assumed greater importance these days because of:

- ↓ Rapid advancement of technology;
- ↓ Increasing size of organization and
- ↓ Complicated behavior of human beings.

The following points highlight the importance of staffing to the organization:

- 1) Obtaining competent personnel
- 2) Higher performance
- 3) Continuous survival and growth
- 4) Optimum utilization of human resources
- 5) Improves job satisfaction and morale of employees

**CONCLUSION:** staffing is an indispensable function of management. Without it, in an organization, there will be – “Less Work More Play”.

## **STAFFING PROCESS**

### **1. ESTIMATING MANPOWER REQUIREMENTS**

It means estimating the number and types of persons required in the organization in case of starting a new business or expanding the existing business.

Understanding the manpower requirements necessitates-

- ↓ **Workload Analysis:** It would enable an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organizational objectives.
- ↓ **Workforce Analysis:** It estimates the number and type of human resources available. It would reveal whether the organization is under- staffed, over- staffed or optimally staffed.

### **Recruitment**

- Recruitment refers to the process of finding possible candidates for a job or function. It has been defined as the process of searching for prospective employees and stimulating them to apply for jobs in an organization.

### **Process of Recruitment:**

- The various activities involved with the process of recruitment includes
  - (a) Identification of the different sources of labour supply.
  - (b) Assessment of their validity.
  - (c) Choosing the most suitable source or source, and
  - (d) Inviting applications from the prospective candidates, for the vacancies

### **SOURCES OF RECRUITMENT:**

- 1) Internal sources
- 2) External sources

### **INTERNAL SOURCES:**

- **Transfers:** It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee
- **Promotions:** Promotion leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay. Promotion is a vertical shifting of employees

### **MERITS OF INTERNAL SOURCES:**

- Employees are motivated to improve their performance
- Simplifies the process of selection and placement
- Transfer is a tool of training the employees to prepare them for higher jobs.

- Shifting workforce from the surplus departments to those where there is shortage of staff
- Cheaper as compared to getting candidates from external sources.

### **LIMITATIONS OF INTERNAL SOURCES:**

- When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced.
- Employees may become lethargic if they are sure of time bound promotions
- Enterprise cannot use internal sources of recruitment.
- Spirit of competition among the employees may be hampered.

Frequent transfers of employees may often reduce the productivity of the organization

### **EXTERNAL SOURCES:**

- 1) **Direct Recruitment:** The direct recruitment, a notice is placed on the notice board. Of the enterprise specifying the details of the jobs available. Job seekers assemble outside the premises of the organization on the specified date and selection is done on the spot recruitment.
- 2) **Casual callers:** organizations keep a database of unsolicited applicants in their offices. Such jobseekers can be a valuable source of manpower. A list of such jobseekers can be prepared and can be screened to fill the vacancies as they arise.
- 3) **Advertisement:** The advantage of advertising vacancies is that more information about the organization and job can be given in the advertisement. Advertisement gives the management a wider range of candidates from which to choose. Disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates.

**EMPLOYMENT EXCHANGE:** Employment exchanges run by the government are regarded as a good source of recruitment for unskilled and operative jobs. Disadvantage is that it may be up-to-date and many of the candidates referred by them may not be found suitable.

- **Placement Agencies and Management Consultants:**  
These provide a nationwide service. These agencies compile bio data of a large number of candidates and recommend suitable names to their clients. Such agencies charge fee for their service and they are useful.

**CAMPUS RECRUITMENT:** Organizations maintain a close liaison with the universities. Vocational schools and management institutes to recruit qualified personnel for various jobs

**RECOMMENDATIONS OF EMPLOYEES:** Applicant introduced by present employees, or their friends and relatives may prove to be a good source of recruitment. Such applicants are likely to be good employees because their background is sufficiently known

- **Labour Contractors:** workers are recruited through labour contractors who are themselves employees of the organization. The disadvantages of this system are that if the contractor himself decides to leave the organization, all the workers employed through him will follow suit.
- **Advertising on Television:** Generally advertised through television and newspaper the detailed requirements of the job and the qualities required to do it are publicized along with the profile of the organization where vacancy exists.
- **Web Publishing:** There are certain website specifically designed and dedicated for the purpose of providing information about both job seekers and job opening.

#### **Merits of External Source:**

- Qualified personnel
- Wider Choice
- Fresh Talent
- Competitive Spirit

#### **Limitations of External Sources:**

- Dissatisfaction among existing staff
- Lengthy process
- Costly process

#### **Selection:**

- Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Towards this purpose, the candidates are required to take a series of employment tests and interviews.

### Process of selection:

- **Preliminary Screening:** Preliminary screening helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.
- **Selection Tests:** An employment test is a mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personalities.
- **Important Tests Used for Selection of Employees**
  - Intelligence Tests
  - Aptitude Test
  - Personality Test
  - Trade Test
  - Interest Test
- **Employment Interview:** The role of the interviewer is to seek information and that of the interviewee is to provide the same. Though, in present times, the interviewee also seeks information from interviewer.
- **Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.
- **Selection Decision:** The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.
- **Medical Examination:** After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. Fit candidates are given the job.
- **Job offer:** Job offer is made through a letter of appointment/confirm his acceptance. Such a letter generally contains a date by which the appointee must report on duty.
 

Basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the typical headings: Job Title, Duties, Responsibilities, Date when continuous employment starts and the basis for calculating service, rates of pay, allowances, hours of work, leave rules, sickness, grievance procedure, disciplinary procedure, work rules, termination of employment



### **Training And Development:**

Training and Development is an attempt to improve the current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

### **Benefits to the Organisation:**

- Wastage of efforts and money is minimized.
- Leading to higher profits.
- Increases employee morale and reduces absenteeism and employee turnover.
- It helps in obtaining effective response to fast changing environment.

### **Benefits to the Employee:**

- Improved skills and knowledge
- Increased performance and help in earning more money.
- Training makes the employee more efficient.
- Training increases the satisfaction and morale of employees.

### **Training, Development and Education:**

- **Training:** Is any process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills and application of knowledge. It attempts to improve their performance on the current job or prepare them for any intended job.
- **Education:** Is the process of increasing the knowledge and understanding of employees. It is the understanding and interpretation of knowledge. It does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon
- **Development:** refers to the learning opportunities designed to help employees grow. It covers not only those activities job performance but also those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women.

**VERY SHORT QUESTION/ANSWERS.**

**Q1. What do you mean by 'staffing'?**

Ans. staffing means ' **finding the right people for the right job**'. In other words, it means filling and keeping filled the job position in the organization.

**Q2. Define "Recruitment."**

Ans. Recruitment may be defined as the process of **searching** for prospective employees and stimulating them to apply for jobs in the organization.

**Q3. Which source of recruitment is suitable for established business, internal or external source?**

Ans. External source.

**Q4. Give the meaning of 'placement' as a step in the process of staffing.**

Ans. Placement refers to employee occupying the position or post for which he has been selected.

**Q5. Why is said that recruitment is positive process?**

Ans. Because recruitment aims at **attracting number of candidates** to apply for the given job and there is rejection in this process.

**Q6. Why is it said that selection is negative process?**

Ans. Selection is said to be negative process because it aims at rejection of employees. At every stage many people are eliminated from the process and only a few more to next stage.

**Q7. Name and state the 'on-the-job method of training' that is used to give training to the electricians.**

Ans. **Apprenticeship training.**

It is the method of training where the **trainee is put under the guidance of a master worker** to acquire a higher level.



**Q8 Where is vestibule training suitable?**

Ans. Where sophisticated and expensive machinery/ equipment is required.

**Q9 For whom is internship suitable and why?**

Ans. **Technical people** as they get to balance their theoretical knowledge with practical training.

**Q10 Name the method of training which the trainee learns under the guidance of a master worker.**

Ans. Apprenticeship training.

**Q11 Give the meaning of 'compensation' in the process of 'staffing'.**

Ans. Compensation refers to all forms given of pay or rewards given to the employees.

**SHORT QUESTION ANSWERS.****Q.1. Enumerate four points of importance of staffing.**

OR

**Why is staffing considered an important function of management in all types of organization? State any three reasons.**

Ans. Staffing is considered an important function of management because of the following reasons :(any three):

1. It helps in discovering and obtaining competent personnel for various jobs.
2. It results in improved performance by putting right person on the right job.
3. It ensures continuous survival and growth of the enterprise through the succession planning for managers.
4. It ensures optimum utilization of human resources .It avoids disruption of work by indicating in advance the shortage of personnel.
5. It improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution.
6. It avoids wastage of material , time ,effort and energy.

**Q.2. Explain the main functions of human resource management?**

**OR**

**'Human Resource Management Includes many specialized activities and duties'.**

**State any four such activities.**

**Ans.** Following are the main functions of human resource management:

- i) Search for qualified and competent people.
- ii) Analysis of jobs and collection of information about jobs.
- iii) Development of compensation and various incentive plans.
- iv) Training and development of employees.
- v) Maintenance of labor relations with union and management.
- vi) Providing social security to employees and handling grievances.
- vii) Defending enterprise from legal complications.

**Q.3. State any three advantages of Internal sources of Recruitment.**

**Ans.** Advantages of internal sources of recruitment:

- a) Motivate employees as promotion at higher level may lead to a chain or promotions at lower levels in the organization .
- b) Simplify the process of selection as the candidate are already known to the organization.
- c) No need for induction training as the employees are already familiar with the organization.
- d) Help in adjustment of surplus staff in those departments where there is shortage of staff.
- e) Economical source of recruitment.

**Q.4. Despite the internal sources of recruitment being economical ,why do the companies not always use this source? Give any four reasons**

**Ans.** The companies do not always use internal source of recruitment because of the following reasons:

- i) The scope for the entrance of fresh and more talented employees is reduced .
- ii) Surety of promotion makes the employees lazy.
- iii) All the vacancies of an organization cannot be fulfilled by this source.
- iv) Use of internal source of recruitment hampers the spirit of competition among the employees.

**Q5. What do you mean by selection? Enumerate various steps in selection process.**

Ans. Selection is the process through which unsuitable candidates are rejected and the suitable ones are chosen .In other words ,selection is choosing from among the candidates the ones who best meet the position's requirements.

Steps in selection process as under:

- i) Preliminary screening.
- ii) Selection Tests.
- iii) Employment Interviews.
- iv) References and Background checks.
- v) Selection Decision.
- vi) Medical Examination.
- vii) Job Offer.
- viii) Contract of Employment.

**Q. 6. Why training is important for the employees? State any reasons.**

**OR**

**State any four reasons why training is needed for the employees.**

Ans. Reasons why training is needed for the employees:

- a) It helps in promotion and career growth
- b) It helps to earn more.
- c) It reduces accidents
- d) It increases the morale and satisfaction of the employees
- e) It provides better employment opportunities
- f) It helps in the mobility of employees.

**LONG QUESTION/ANSWERS.****Q1. Explain the process of staffing.**

Ans.

Estimating manpower requirement
Recruitment
Selection
Placement & orientation
Training & development
Performance appraisal
Promotion and career planning
compensation

**Q2. Difference between recruitment and selection.**

Ans.

<b>Basis</b>	<b>Recruitment</b>	<b>Selection</b>
1.meaning	It is process of searching and motivating candidates to apply for a job	It is process of staffing which rejects unsuitable candidates
2.sequence	It proceeds selection is the process of staffing	It follows the steps of requirement in process of staffing .
3.scope	It is restricted to the expense of receipt of application	It includes sorting of the candidates .
4.purpose	The basic purpose is to create a large pool of applicants for the job.	The basic purpose is to eliminate as many candidates as possible until the most suitable candidates get finalized.
5.positive/negative process	Recruitment is a positive process in the sense that more and more applicants are sought to be attracted.	Selection is negative process in the sense that more application are rejected than selected.

**Q3. Difference between training and development.****Ans.**

Basis	Training	Development
1.meaning	It is process of imparting knowledge for doing specific job	It is process of learning opportunities designed to help employees group.
2.nature	It is a job oriented process	It is a carrier oriented process
3.focous	It focus on training skill	It focus on human ideas conceptual
4.duration	Its duration is short	Its duration is long.
5.purpose	The basic purpose of training is to enable the employees to document job or some intended job.	The basic purpose of development is to enable the overall growth of employees.
6.level of trainees involved	Training is required by superiors and laborers.	Development is usually required by higher managerial level.
7.scope of learning	Training has a narrow scope because it is a part of development	Development has a wide scope as training itself is a part of development
8.depth of knowledge imparted	Training means making employees skillful in particular job	Development means making employees skillful in many fields.
9.initiative in learning	Training enables the employees to do their existing or intended jobs more skillfully.	Development enables the employees to tackle future as well as existing problems more skillfully.

**Q4. 'Delegation is the entrustment od responsibility and authority to another and the creation of accountability for performance.' In the light of this statement identify and explain the essential elements of delegation.**

Ans. Delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance. The essential element of delegation are;

**(a) Authority:**

- It refers to right of an individual to command his subordinates and to take action within the scope of his position.
- It arises from the established scalar chain which links the various job position and level of an organization.
- **Authority flows from top to bottom.**

**(b) Responsibility:**

- It is the obligation of a subordinate to properly perform the assigned duty.
- It arises from a superior –subordinate relationship.
- It flows upwards.

**(c) Accountability:**

- It implies being answerable for the final outcome.
- It cannot be delegated
- It flows upwards.

**HOTS**

**1.Name the concept related to**

**(i) searching for qualified people**

**(ii) discovering the most suitable candidate to fill the vacant job position?**

Ans. (i) Recruitment

(ii) Selection

**Q.2. Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some other are designed to help in the growth of individuals in all respects. Identify and explain the two concepts explained above.**

Ans. 'Some learning opportunities are designed and delivered to improve skills and abilities of employees' refers to TRAINING.'



Some other are designed to help in the overall **growth of individuals** in all respects' refers to DEVELOPMENT.

Training is the process by which the **aptitudes, skills and abilities** of the employees to perform specific jobs are improved.

Development is the process by which the employees acquire skill and competence for handling higher jobs in the future. It refers to **learning opportunities** designed to help employees grow.

**Q.3. Selection is a negative process'. Explain.**

**Ans.** Selection is choosing from among the candidates the ones who best meet a position's requirements.

.To achieve this target, candidates are required to take a series of tests and interviews in different stages.

.At each stage, **many are eliminated** and only a few move to next stage.

.The process of elimination continues till the right ones are finalized.

.The above scenario clearly establishes the fact that selection is the process In other words, selection is the process of selecting the most potential candidates from among those who had applied for the job by going through the process of rejection of relatively unsuitable candidates.

Hence, it is referred to as a negative process.

**Q.4. Atul, is working in an organization. After every three every three month his manager transfers him form one department to another so that the may gain a broader understanding of all the departments of organization.**

**Name and explain the method of training Atul is undergoing.**

**Ans. Job Rotation.**

This method of training involves **shifting the trainee from one department to another or from one job to another.**

It enables the trainee to gain a **Broader understanding of all parts of the business** and how the organization functions as a whole.

It makes it easier for organization at the time of **promotions replacements and transfers.**

**Value based question**

**1. A company proposes a salary structure in its advertisement, but later follows completely different salary structure i.e. less than quoted. What kind of reactions will it evoke? Mention the values ignored**

- (a) Honesty
- (b) Trust.
- (c) Commitment.8.

**Q2 Transfer is used as a tool to threaten employees. Is it a right attitude? What values are ignored?**

- (a) Democracy
- (b). (b) Empathy.
- (c) (c) Motivation.9.

**Q3. Campus Recruitment is a good source of recruitment. But there is a wide difference in their salary structure, when compared to others who are appointed through other sources. List the values ignored here.**

- (a) Honesty
- (b) Trust.
- (c) Equality.