

CHAPTER – 6

Staffing

- ❖ Staffing is the process of filling job vacancies and retaining the employees recruited. The primary objective of staffing in an organisation is to fulfil its human resource requirements.

- ❖ **Benefits of Staffing**



- 1) ***Finding competent personnel-*** Staffing helps find and choose the right personnel required for various job positions in an organisation.
- 2) ***Improves efficiency:*** Staffing ensures that the right people are placed in the right jobs. This improves the overall efficiency and performance of an organisation.
- 3) ***Facilitates organisational growth:*** By ensuring the appointment of efficient and competent personnel for various jobs, staffing ensures the survival and growth of an organisation in the long run.
- 4) ***Ensures the optimum utilisation of human resources:*** Through proper manpower planning, staffing helps avoid situations of over-utilisation or under-utilisation of manpower.

- 5) ***Provides job satisfaction to individuals:*** Compensation and fair rewards given to the individuals recruited provide them job satisfaction, thereby helping to retain them in the organisation for a long period.

❖ **Human Resource Management**

- Human resource management deals with the human element in an organisation by focussing on the knowledge, skill and potential of individuals.
- It involves such functions as determining the requirement of personnel, recruiting personnel, training and developing them, working towards the overall welfare of the employees and handling their complaints and grievances.
- It is looked after, these days, by a separate department known as the human resource department.
- Human resource management also looks after staffing.

❖ **Staffing - A Line Activity as well as a Staff Activity**

- ***A line activity:*** Along with all other functions of management such as planning, organising, directing and controlling, the managers in an organisation also perform the function of staffing. Staffing is, therefore, a generic function of management to be performed by all managers.
- ***A staff activity:*** Staffing is a distinct functional area managed in an organisation by a separate department that deals with human resources.

❖ **Staffing Process:** It is the procedure of filling job vacancies in an organisation as well as taking measures to retain the recruited employees. Thus, it focuses on timely fulfilment of the human resource requirements of an organisation.

➤ ***Steps in the Staffing Process***

The following steps are involved in the staffing process:



- 1) **Estimation of the manpower required:** The first step is to estimate the number and kind of personnel required in the organisation. This is done through workload analysis and workforce analysis.
- 2) **Recruitment/searching:** The next step is recruitment, which involves looking for suitable candidates to fill the job vacancies and persuading them to apply for the vacancies.
- 3) **Selection:** The third step involves choosing the right candidates from among the applicants through a rigorous process involving a series of tests, interviews, etc.
- 4) **Induction and placement:** In this step, the selected employees are made familiar and comfortable with the working environment. They are introduced to their colleagues—seniors, peers and subordinates.
- 5) **Training and development:** The next step includes training the new employees to improve their competence. Training helps the employees to upgrade their skills as per the requirements of their jobs and increase their efficiency.
- 6) **Appraisal:** Appraisal implies assessing the performance of the employees against certain pre-determined standards. It also involves the employees' superiors providing proper feedback to them about their performance.
- 7) **Promotions:** Promotions refer to placing the employees who are doing well in their jobs at higher positions in the hierarchy by giving them higher responsibility and more functions.

Promotions provide a psychological boost to the employees and motivate them to work to the best of their capabilities and efficiency.

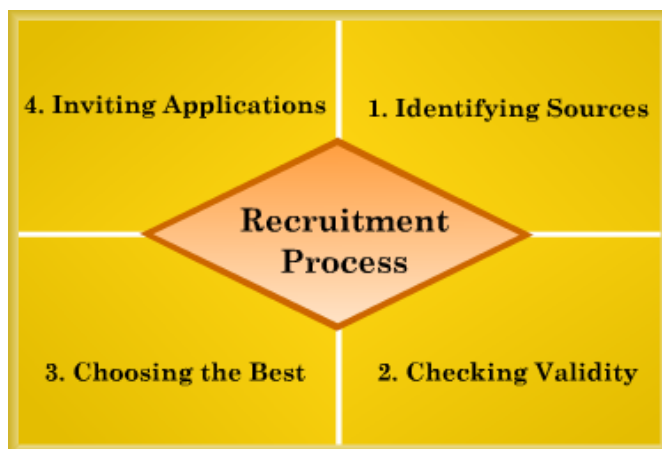
- 8) **Compensation:** This refers to the worth of a job. It entails the price of a job along with the rewards that the employee deserves in return of his services.

➤ **Some Important Terms Involved in the Staffing Process**

- 1) **Workload analysis:** A workload analysis implies an estimation of the number and kind of personnel required for various job positions.
- 2) **Workforce analysis:** A workforce analysis refers to an estimation of the existing personnel in the organisation.
- 3) **Induction:** Induction involves familiarising the selected employees with the working environment of the organisation and introducing them to their colleagues—seniors, peers and subordinates.
- 4) **Placement:** Placement refers to deploying the selected employees in the positions for which they have been selected.
- 5) **Training:** Training refers to the process of increasing the employees' capabilities and skills required for performing their jobs.
- 6) **Development:** Development of employees refers to the measures for their overall growth which include enhancing their level of thinking and understanding.

❖ **Recruitment**

➤ **Recruiting Process**



The following steps are involved in the recruitment process;

- 1) Identifying the different sources of recruitment.

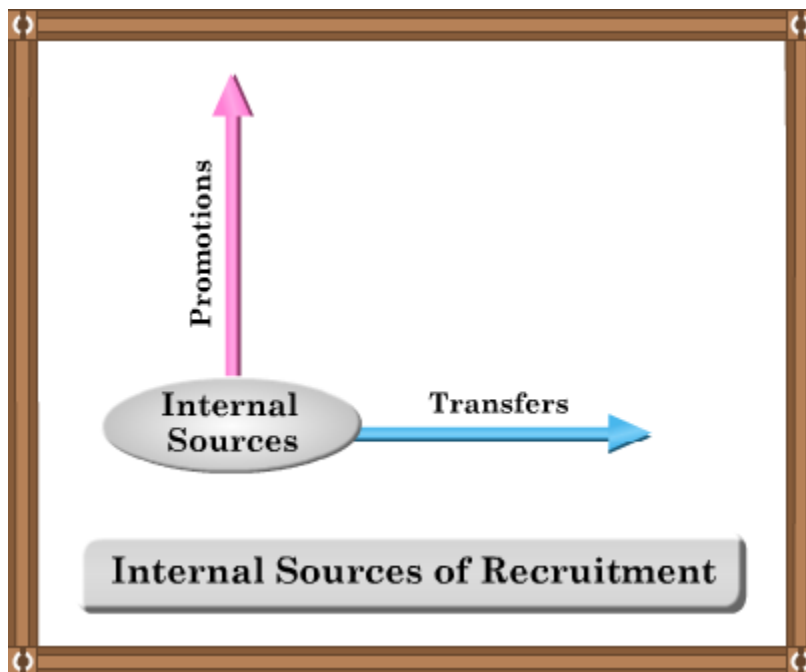
- 2) Checking the validity of each source and assessing its authenticity and efficacy.
- 3) Choosing the most viable source of recruitment.
- 4) Inviting applications from the prospective candidates.

❖ *Sources of Recruitment*

The sources of recruitment can be bifurcated into the following categories:

- 1) **Internal sources:** Internal sources refer to the sources that are endogenous to the organisation, that is within the organisation. In other words, when job vacancies are filled from within the organisation, 'internal sources' of recruitment are said to have been used.
- 2) **External sources:** External sources refer to the sources that are exogenous to the organisation, that is, outside the organisation. In other words, when job vacancies are filled from sources outside the organisation, 'external sources' of recruitment are said to have been used.

➤ *Internal Sources of Recruitment*



Internal sources can be used in the following two ways.

- 1) **Transfers:** Through transfers, job vacancies are filled by shifting suitable individuals working in another department of the organisation to the department where the vacancies exist. Transfers can be said to be a horizontal process in which the employees transferred are generally not given any higher responsibilities or job positions.

- 2) **Promotions:** Through promotions, job vacancies in higher positions are filled by promoting selected lower level employees. It is a vertical process in which the employees who are promoted are given greater responsibilities.

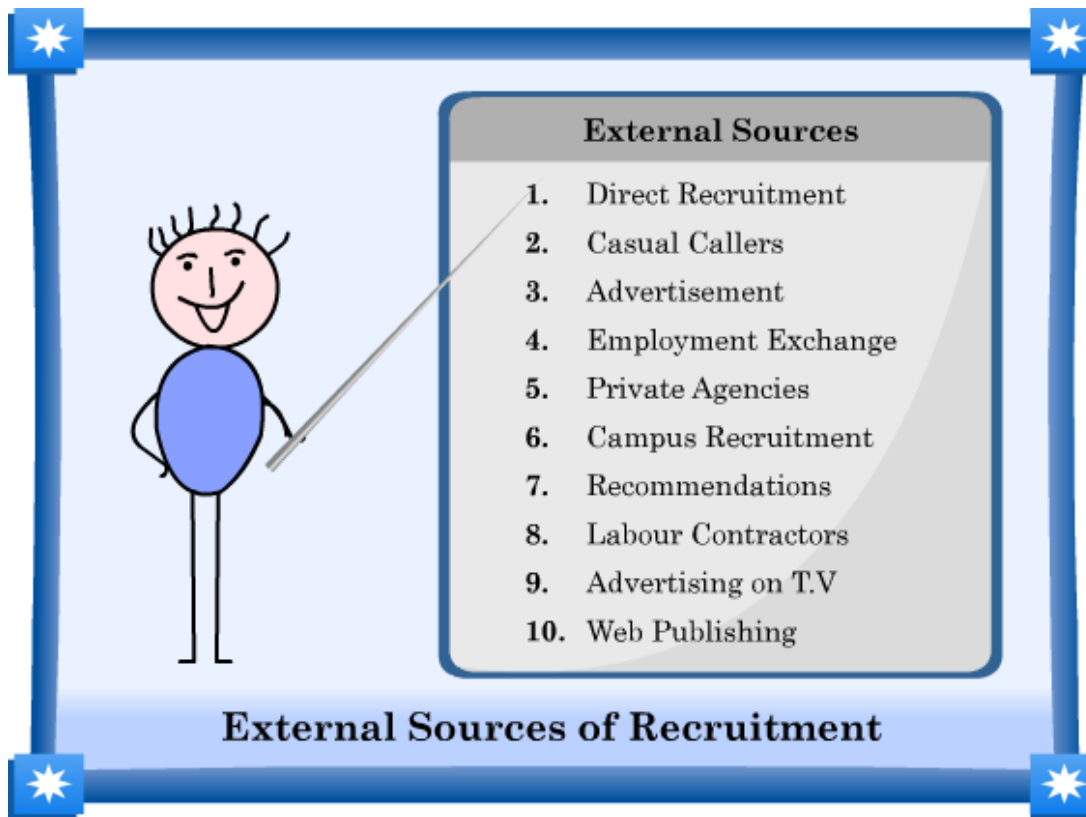
➤ **Merits of Internal Sources**

- 1) **Motivation:** Filling job vacancies through internal sources (particularly promotion) motivates the existing employees of the organisation and encourages them to improve their efficiency and capabilities.
- 2) **Low cost:** Filling job vacancies through internal sources is effective in terms of both time and costs. The costs involved in the whole recruitment and selection process are reduced to a large extent, and the process is completed faster.
- 3) **Simple and reliable process:** Recruitment using internal sources is a simple and reliable process. This is because the organisation is already familiar with the candidates who would be filling the job positions.
- 4) **No requirement for training:** As the employees who are promoted or transferred are familiar with the working pattern of the organisation, the managers need not spend time or effort on their training and induction.

➤ **Demerits of Internal Sources**

- 1) **Restricts new talent:** As the job positions are filled from within the organisation, the scope of infusing new and fresh talent gets restricted.
- 2) **Limits choice:** By opting for internal sources, an organisation restricts its choices of candidates for its job positions.
- 3) **Reduces efficiency:** As the employees know that they will be promoted, they may become lethargic and their efficiency may decrease.
- 4) **Discourages competition:** Recruitment through internal sources restricts new talent and thereby discourages competition among the existing employees.

➤ External Sources of Recruitment



External sources can take the following forms:

- 1) **Direct recruitment:** An organisation that opts for direct recruitment places a notice outside its premises, giving details about job vacancies, including the number of vacancies, qualifications of candidates and date of interview. Interested candidates collect the information and attend the interviews, and the selection is done on the spot.
- 2) **Casual callers:** An organisation maintains a list of probable applicants along with their contact information. As and when vacancies arise, it contacts them and persuades them to apply for the jobs available.
- 3) **Advertisement:** Organisations give advertisements in periodicals regarding their job vacancies. Through advertisements, they can reach a wider range of potential candidates, thereby opening up their choices.
- 4) **Employment exchange:** Employment exchanges serve as a link between job seekers and employers. Candidates submit their resumé to these exchanges, along with other necessary details. When organisations with job vacancies contact the employment exchanges, the exchanges suggest probable candidates to them. Employment exchanges are generally run by the government.

- 5) **Private placement agencies:** Placement agencies, just like employment exchanges, provide a nationwide service of matching the demand for personnel with the available supply of candidates. These agencies are generally run by private organisations.
- 6) **Campus recruitment:** Companies hire fresh graduates directly from colleges. This method of recruitment from college campuses is called campus recruitment.
- 7) **Recommendations by employees:** Organisations request their employees to suggest candidates from among their friends or relatives, and consider those suitable for recruitment.
- 8) **Labour contractors:** Organisations approach labour contractors for engaging low-skilled workers or labourers. Labour contractors maintain a close contact with labourers and other workers and call them for work when the need arises.
- 9) **Advertising on television:** Companies also telecast advertisements about job openings on various television channels.
- 10) **Web publishing:** Companies use the Internet both to provide information about their vacancies and to get information about potential candidates. On the other hand, candidates register their names with websites and publish their resumés, along with other details, on these websites.

➤ **Merits of External Sources**

- **Infusion of new talent:** Recruitment through external sources helps infuse new talent into organisations. It enables the organisations to remove their inefficiencies.
- **Wide choice:** As job openings are advertised widely, a large number of applicants apply for them, and the choice of suitable candidates for the organisations widens.
- **Specialised personnel:** In case the existing employees are not efficient enough, hiring new, more qualified and proficient talent from external sources can benefit for the organisation.
- **Spirit of competition:** New talent that is hired promotes the spirit of competition. The existing employees are motivated to work harder and more efficiently in order to prove themselves.

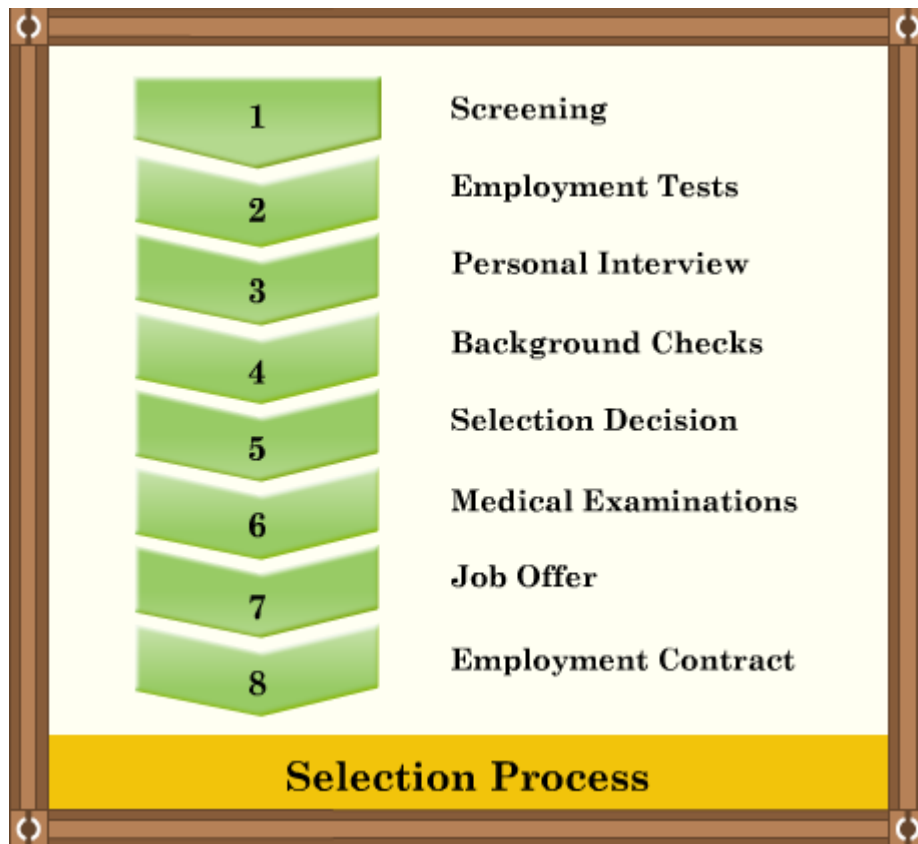
➤ **Demerits of External Sources**

- 1) **Dissatisfaction within the staff:** As new talent is hired from outside the organisation, dissatisfaction and frustration may arise among the existing employees as their chances of promotion are reduced.

- 2) **Lengthy process:** Recruitment through external sources is a lengthy in the sense that there exists a long time period between notifying the candidates to apply and when the actual selection takes place.
- 3) **Costly procedure:** Recruitment through external process is a costly option because of the expenses involved in advertising vacancies and processing applications.

❖ Selection

The selection process



The following steps are involved in the process of selection.

- 1) **Screening:** As a first step, candidates who do not fulfil the basic criteria and qualifications required for the job are eliminated through a preliminary screening or preliminary interview.
- 2) **Test:** The next step is to further judge the candidate on different criteria. Organisations conduct various tests such as intelligence test, aptitude test, personality test, trade test and interest test.
- 3) **Personal interview:** A personal interview involves a direct conversation between the candidate and a manager. An in-depth conversation is conducted with the candidate to judge the individual's overall suitability for the job position.

- 4) **Background checks:** The information given by the candidate is verified by asking for references from persons known to the candidate and from previous employers. These references act as a source of additional information about the candidate.
- 5) **Selection decision:** This step involves the final selection by choosing the appropriate candidates by the managers of the departments where the vacancies exist.
- 6) **Medical examination:** Some organisations conduct medical examinations to check the health of the candidates. The job offer is given to them only after they are declared fit by a medical practitioner.
- 7) **Job offer:** A job offer refers to the appointment letter issued by an organisation confirming that the individual has been selected. It mentions such information as job profile, terms and conditions, date of joining and time of reporting.
- 8) **Employment contract:** -Finally, at the completion of the selection process, the selected candidate is given the employment contract, which mentions the terms and conditions of employment. The new employee also fills in various forms such as an attestation form which can be used by the organisation for future references.

➤ **Selection Tests**

The following tests are conducted as part of the selection process to evaluate the candidate:

- **Intelligence tests:** To judge the intelligence quotient of a candidate
- **Aptitude test:** To examine the potential of the individual to develop new skills
- **Personality test:** To test the overall personality of the individual and get some information about his or her nature, state of mind, etc.
- **Trade test:** To measure and analyse the existing skills of the candidate
- **Interest test:** To find out the particular interests of the individual

❖ **Training, Development and Education**

Training: Training refers to the process of enhancing the skills and competence of an employee that are required to perform a specific job. The focus of training is on developing just the right skills required for performing particular tasks and is, therefore, job-oriented.

Development: Development refers to the process of developing the overall learning and maturity of the employee. It boosts the overall career prospects of the employee and is said to be career-oriented.

Education: Education implies increasing the knowledge and understanding of the employee. The focus is on developing the logical and rational mind of the individual and is, therefore, mind-oriented.

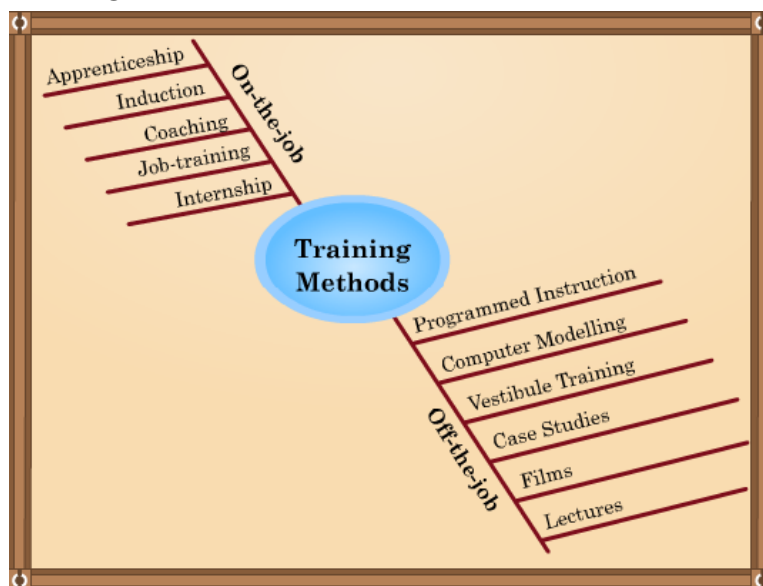
➤ **Benefits of Training to Organisation**

- 1) **Less wastage:** As training involves systematic learning of tasks, it helps reduce wastage of time and money, thereby ensuring the optimum utilisation of resources.
- 2) **Higher profits:** Training enhances the productivity and efficiency of the employees, thereby raising the profits of their company.
- 3) **Improved managerial efficiency:** Training prepares the employees to face new challenges and enables them to respond to various situations effectively. Thus, training helps an organisation prepare future managers.
- 4) **Reduced absenteeism:** Effective training serves to boost the morale of the employees and thereby reduce the rate of absenteeism and employee turnover.

➤ **Benefits of Training to Employees**

- 1) **Better career opportunities:** Training enhances the skill and knowledge of the employees, enabling them to improve their career prospects.
- 2) **Higher earnings:** By imparting more knowledge and skills to the individual, training enables them to earn more.
- 3) **Reduced probability of accidents:** Training attempts to make the employees more adept and efficient in handling machines and thus makes them less prone to accidents.
- 4) **Self-confidence:** With proper training, the employees are able to work more efficiently. This in turn gives them greater job satisfaction and self-confidence.

❖ **Training Methods**



Training can be conducted for the employees either on-the-job or off-the-job. In the former, the employees learn about the skills while working (that is, even as their work proceeds), and in the latter, they learn the skills required before they are deployed.

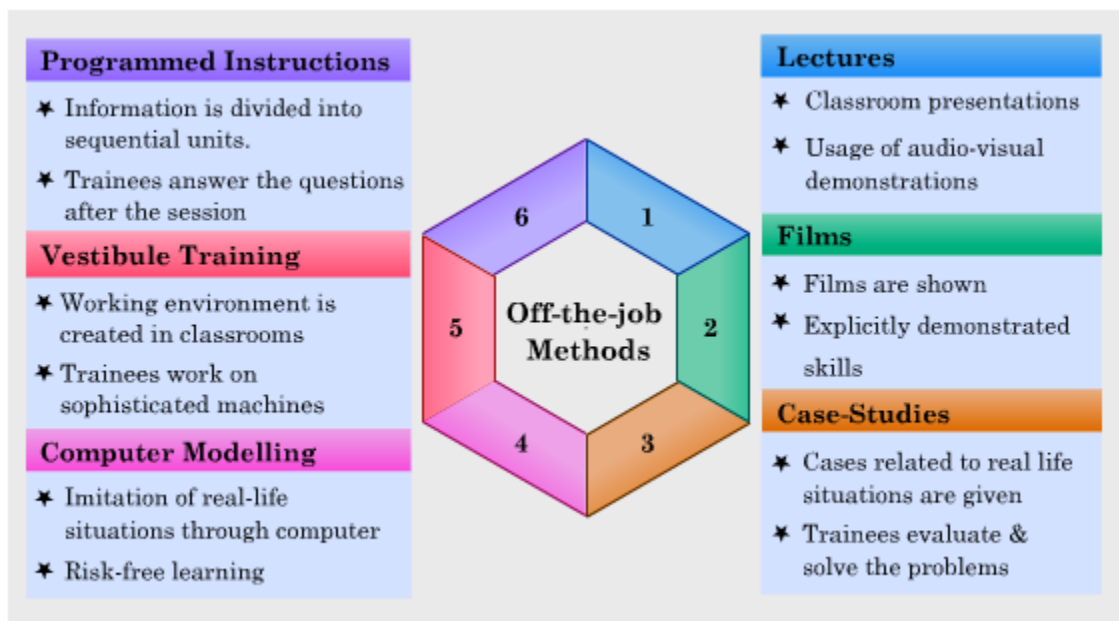
➤ *On-the-job training methods*

- 1) **Apprenticeship training:** The trainees are put under master workers who guide them in acquiring the level of skills required for their jobs. These trainees or apprentices work under the trainers for a pre-defined amount of time. In the initial period, they observe the master worker performing a task and then gradually do the task themselves under the supervision of the master worker.
- 2) **Induction training:** As part of induction training, the selected employees are made familiar with the working environment of the organisation. They are given a brief overview about the workplace and are introduced to their colleagues—seniors, peers and subordinates.
- 3) **Coaching:** In this method, the trainees are put under the guidance of a coach or a counsellor, and they work towards achieving the goals that are set on the basis of a mutual understanding. Typically, coaching aims at training the employee such that he or she can reach a higher position at work.
- 4) **Job training:** The trainee is shifted from one department to another or from one job to another. This is done in order to provide the trainee an overview and understanding of all the departments of the organisation.
- 5) **Internship training:** Educational institutions enter into collaborations with business corporations, and some students are selected to work as interns with the corporations for a specific period.



➤ Off-the-job training methods

- 1) **Lectures:** Audio-visual demonstrations or teacher presentations are used to address the trainees in classrooms.
- 2) **Films:** Short films or documentaries are shown to the trainees to provide useful information or to demonstrate the skills that are difficult to convey through classroom lectures or any other techniques.
- 3) **Case studies:** Case studies that are closely related to real-life problems are presented to the trainees to analyse the causes of the problems, determine the probable alternative solutions and find out the best possible solutions.
- 4) **Computer modelling:** Real-life situations are imitated through computer programmes so as to help the trainees learn various situations in a risk-free environment at minimum cost.
- 5) **Vestibule training:** Dummy models of real working environment are created in classrooms outside the workplace. The trainees are made to work on the dummy machines and equipment, and only when they acquire adequate expertise in their use are they shifted to the actual workplace.
- 6) **Programmed instructions:** Information is divided into smaller, meaningful units and arranged in a sequence such that the trainee can answer questions one by one.



❖ *Some Important Differences*

- *Difference between training, education and development*

Basis	Training	Education	Development
Meaning	Training implies improving the skills and abilities required to perform a specific job.	Education implies increasing the overall knowledge and understanding of the employees.	Development implies the process of facilitating the overall growth of an employee.
Scope	It has a narrow scope and relates to the development of only the skills related to a specific job.	It has a wider scope and relates to the overall development of the employees' level of understanding and maturity.	It is wider in scope and aims at the overall personality development of the employee. Training is a part of development.
Focus	It focuses on the goals of the organisation.	It focuses on the goals of the individual.	The focus of development is on overall growth and is, thereby, career-oriented.

- *Difference between recruitment and selection*

Basis	Recruitment	Selection
Meaning	Recruitment refers to the process of finding and persuading suitable candidates to apply for job vacancies.	Selection refers to the process of choosing the right candidate from a gathered pool developed at the time of recruitment.
Sequence	In the staffing process, recruitment is at the second stage.	In the staffing process, selection is at the third stage and succeeds recruitment.
Employment contract	The candidates invited to take part in the recruitment process are not offered any employment contract by the organisation.	The candidates who successfully complete the selection process are offered employment contracts by the organisation, and the contract includes such information as the date of joining and the terms and conditions.
Characteristic	The recruitment process involves persuading as many persons as possible to apply for a job.	The selection process involves choosing only the appropriate candidate and rejecting the unsuitable ones.