

Chapter-6

Staffing

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Meaning

- Staffing is putting people to jobs
- Staffing is that part of the process of management which is concerned with obtaining, utilising and maintaining a satisfactory workforce & satisfied workforce
- Staffing has been described as the managerial function of filling and keeping filled the positions in the organisation structure.

Staffing Process (revise in sequence)

- BPO - Business Process Outsourcing
- (i) Estimating the manpower requirements :- Understanding manpower requirements is not merely a matter of knowing how many persons we need but also of what type.
- Understanding the manpower requirements would necessitate workload analysis on the one hand and workforce analysis on the other.
- Workload analysis - It enables an assessment of the number and type of human resource necessary for the performance of various jobs and accomplishment of organisational objective.
- (ii) Recruitment :- The process of searching for

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prospective employees and stimulating them to apply for jobs in the organisation.

Objective - To create a pool of the prospective job candidates.

→ Both internal and external sources of recruitment may be explored. limited extent, Fresh Talent.

(iii) Selection :- Process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.

Purposes :-

(i) It ensures that the organisation gets the best among the available

(ii) it enhances the self esteem and prestige of those selected and conveys to them the seriousness.

(iv) Placement and Orientation :- Joining a job marks the beginning of socialisation.

→ Orientation → Introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation

Placement → Refers to employee occupying the position or post for which the person has been selected.

(v) Training and Development :- By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people.

→ In small organisations, the line of manager is required all the functions of management to perform

(vi) Performance Appraisal :- It means evaluating an employee's current and/or past performance against certain predetermined standards.

This process includes :-

- (i) Defining the job
- (ii) appraising performance
- (iii) providing feedback

(vii) Promotion and career planning :-

→ Managers need to design activities to serve employees' long-term interests also.

Promotion - Refers to being placed in positions of increased responsibility. Or It means more pay, responsibility and job satisfaction.

(viii) Compensation :- It refers to all forms of pay or remuneration going to employees.

- Direct financial payments :- wages, salaries, incentives, commissions and bonuses.
- Indirect payments :- Employer paid insurance and vacations.

→ Forms of compensation

Direct financial payments

↳ Time based

↳ Salary and wages are paid either daily, weekly or monthly or annually.

↳ Performance based

↳ Salary / wages are paid according to piecework.

ASPECTS OF STAFFING

↓
Recruitment

↓
Selection

↓
Training

Recruitment

→ The process of searching for prospective employees and stimulating them to apply for jobs in an organisation

Sources of Recruitment

It locates available people for the job and invites them to apply for the job in the organisation. Various activities involved:-

- Identification of different sources of labour supply
- Assessment of their validity
- Choosing the most suitable source or sources
- Inviting applicants from the prospective candidates, for the vacancies.

Internal Sources

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(i) Transfers :- Involves shifting of an employee from one job to another, one department to another, one department to another or from one shift to another

→ It is practically a horizontal movement of employees

→ From Understaffed to Overstaffed

(ii) Promotion :- Practice of filling higher jobs by promoting employees from lower jobs.

→ It is Vertical shifting of employees

* Chain of promotion :- When a position gets vacant the subordinate of that position will fill it up this process will continue and will make a chain.

Merits of Internal Sources

- (i) Employees are motivated to improve their performance
- (ii) Internal recruitment also simplifies the process of selection and placement
- (iii) Just of training the employees to prepare them for higher jobs
- (iv) Overstaff to understaff
- (v) Filling of jobs internally is cheaper.

Limitations of Internal Sources

- (i) Scope for induction of fresh talent is reduced
- (ii) Employees may become lethargic
- (iii) New enterprise cannot use internal sources
- (iv) Spirit of competition is hampered
- (v) Frequent transfers may often reduce the productivity.

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External Sources

- Provides wide choice
- Brings new blood

(i) Direct requirement recruitment (Inexpensive)

- A notice is placed on the notice board of the enterprise specifying the details of job available.
- This is for casual vacancies of unskilled or Semi skilled, such workers are known as Casual or casual workers and are paid wages.
- Suitability :- filling casual vacancies when there is rush of work or when some permanent workers are absent.

(ii) Casual callers (reduces the cost)

- Organisations keep database of unsolicited applicants. They can be screened to fill the vacancies.

(iii) Advertisement

- It gives the management a wider range of candidates from which to choose.
(For advantage & disadvantage refer book.)

(iv) Employment Exchange :- It helps to match personal demand and supply by serving as link b/w job seekers and employers.

(v) Placement Agencies and Management Consultants

Provides a nationwide service in matching personal demand and supply.

Helps the organisation to identify technical, personal and managerial personnel.

(vi) Campus recruitment :- Many big organisations maintain a close relation with the universities, vocational schools and management Institutes to recruit qualified personnel for various jobs.

(vii) Recommendation of Employees :- Applicants introduced by present employees, on their interest and initiatives may prove to be a good source of recruitment.

(viii) Labour Contractors :- They maintain close relation with labourers and they can provide the required number of unskilled workers at short notice.

(ix) Advertising on Television :- It is gaining importance these days.

(x) Web publishing :- Internet is becoming a common source of recruitment these days.

Merits of External Sources

- (i) Unskilled Personnel
- (ii) Senior staff
- (iii) Fresh talent
- (iv) Competitive spirit

Limitations of External Sources

- (i) Disaffection among existing staff
- (ii) Tough lengthy process

(iii) Costly process

Selection

The process of identifying and choosing the best person out of a number of prospective candidates for a job.

Process of Selection

(i) Preliminary Screening :- Helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.

(ii) Selection Tests :- A mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals.

Important tests used :-

(i) Intelligence Test :- Measure the level of intelligence quotient of an individual.

(ii) Aptitude Test :- Measure of individual's potential for learning new skills.

(iii) Personality Test :- These are difficult to design and practically implement as they probe the overall personality.

(ii) Trade Test :- Measure the existing skills of the individual.

(iv) Interest Test :- Used to know the pattern or of interest or involvement of a person.

(iii) Employment Interview :- Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job.

(iv) Reference and Background checks :- Previous employers, known persons, teachers and universities university professors can act as reference.

(v) Selection Decision :- The views of the concerned manager will be generally considered in the final selection because it is he/she responsible for the performance of new employee.

(vi) Medical Examination :- The job offer is given to the candidate being declared fit after the medical examination.

(vii) Job offer :- Job offer is made through a letter of appointment / confirm his acceptance.

(viii) Contract of Employment :-

Attention form → Contains details about the candidate which are authenticated and corrected by him/her

Training and Development

- As jobs have become more complex the importance of employee training has increased.
- Training and development help both the organisation and the individual.

Benefits to the Organisation

- (i) Training is a systematic learning
- (ii) Enhances employee productivity
- (iii) Training equips future managers
- (iv) Training increases employee morale
- (v) Helps in obtaining effective response.

Benefits to the Employee

- (i) Lead to better career of individual
- (ii) Help him to earn more
- (iii) Makes the employee more efficient
- (iv) Increase the satisfaction and morale of employees.

Training, Development and Education

- Training is a short term process but development is an on going process
- Development includes training

* Training :- Any process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.

* Education :- The process of increasing the knowledge and understanding of employees. It is the understanding

- (iii) Directing guides employees to fully realise their potential and capabilities.
- (iv) Directing facilitates introduction of needed changes in the organisation.
- (v) Effective directing helps to bring stability and balance in the organisation.

Features of controlling :-

- (i) Cereal oriented
- (ii) Pervasive
- (iii) Both backward looking & forward looking
- (iv) continuous function.

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