

9.1 INTRODUCTION

Managing human element and its relationship between different individuals is the most challenging assignment to the management. It lays stress that the management should make selection of employees strictly in accordance with the job requirement of the enterprise.

Staffing is also concerned with the proper training of employees as per the real situations and requirements of the job. The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the employees to carry out the daily operational duties and responsibilities.

Definitions of Staffing

According to Theo Haimann, "Staffing pertains to recruitment, selection, development and compensation of subordinates."

According to McFarland, "Staffing is the function by which managers build an organisation through the recruitment, selection, and development of individuals as capable employees".

According to Koontz and O'Donnell, "staffing is the executive function where the recruitment, selection, compensating, training, promotion and retirement of subordinate managers takes place".

9.2 OBJECTIVES

After going through this unit you will be able to understand:

- Staffing
- Its Nature and Purpose
- Process of Staffing
- Meaning of Direction
- Nature of Direction
- Importance of Direction
- Elements of Direction

9.3 IMPORTANCE OF STAFFING

All of us know that it is the workforce in every organisation that runs the show successfully. For instance, if you do not have good salesman you cannot sell well even if your product is good. Similarly, you may have the best quality raw materials, machines etc. but the quality of the product is not assured unless you have good workers engaged in the production process.

Therefore staffing, as a function, is very important as it is through this process that we get right persons at the right time for the organisation and ensure that they remain in the organisation. The importance of staffing can be described in the following manner:

1. Filling Organisational Position– A basic problem faced by majority of the organisations is lack of good quality human resources. With an increase in competition for best workforce the cost of acquiring them has increased manifold. In such situations there is a need for systematic staffing so that the organisation can fill its various positions with good quality of personnel.

2. Developing Competencies– Just by getting the right and the skilled people for the job is not sufficient. It is imperative that the competencies of the personnel are developed over time. It is a known fact that the rate of skill obsolescence is quite high therefore to meet this regular updation of skills is necessary.

3. Retaining Personnel– Employee turnover, mostly at the managerial level is quite high. Therefore apart from acquiring and developing personnel, retaining them in the organisation is crucial.

The benefits of good staffing are as follows:

(a) It helps in getting right people for the right job at the right time. The function of staffing enables the manager to find out as to how many workers are required and with what qualifications and experience.

(b) Staffing contributes to improved organisational productivity. Through proper selection the organisation gets quality workers, and through proper training the performances level of the workers can be improved.

(c) It helps in providing job satisfaction to the employees keeping their morale high. With proper training and development programmes their efficiency improves and they feel assured of their career advancements.

(d) Staffing maintains harmony in the organisation. Through proper staffing, individuals are not just recruited and selected but their performance is regularly appraised and promotions made on merit. For all these, certain rules are made and are duly communicated to all concerned. This fosters harmony and peace in the organisation.

9.4 NATURE AND PURPOSE OF STAFFING

Staffing refers to the managerial function of employing and developing human resources for carrying out the various managerial and non-managerial activities in an organisation. This involves determining the manpower requirement, and the methods of recruiting, selecting, training and developing the people for various positions created in the organisation.

9.4.1 Nature of staffing is as follows:

a) **Staffing is the function of management**- Staffing function is the most important managerial act along with planning, organizing, directing and controlling. The operations of these four functions depend upon the manpower which is available through staffing function.

- b) **Staffing is a pervasive activity**- As staffing function is carried out by all managers and in all types of concerns where business activities are carried out.
- c) **Staffing is a continuous activity**- This is because staffing function continues throughout the life of an organization due to the transfers and promotions that take place.
- d) **Staffing helps in placing the right men at the right job** - It can be done effectively through proper recruitment procedures and then finally selecting the most suitable candidate as per the job requirements.
- e) **Staffing is performed by all managers** depending upon the nature of business, size of the company, qualifications and skills of managers.

9.4.2 Purpose of Staffing

- Filling the Organisational positions
- Developing competencies to challenges
- Retaining personnel - professionalism
- Optimum utilization of the human resources

9.5 PROCESS OF STAFFING

After an organization's structural design is in place, it needs people with the right skills, knowledge, and abilities to fill in that structure. People are an organization's most important resource, because people either create or undermine an organization's reputation for quality in both products and service.

9.5.1 Estimating Manpower Requirements

It is making an analysis of work and estimating the manpower requirement to accomplish the same. The first step of staffing is to estimate the size and structure of the staff. In the present complex and dynamic business environment, planning for manpower requirement is the responsibility of the top management. Features of estimating staff requirements:

1. Presenting inventory of existing number and type of staff employed.
2. Determining the period for which the people are required
3. Ascertaining manpower needs with regard to the number and the type of people required. It is a comparison of the existing manpower and the required manpower.
4. Activity based manpower planning, taking into consideration the acquisition, utilization, improvement and preservation of the organizations human assets.

9.5.2 Recruitment and selection of staff

It is identifying and attracting capable applicants for employment. It ends with the submission of applications by the aspirants. Recruitment is an activity of establishing contact between the employer and the employee. Both the internal

and the external sources of recruitment maybe used to recruit the required staff. In order to select the most suitable candidate for the job written test, psychological tests and physical tests should be administered. Candidates should also be interviewed before the final selection. These tests discover the hidden ability of the candidates, differentiate between intelligent and non – intelligent candidates and help in the selection of the most suitable candidate.

9.5.3 Training and Development of Staff

It is concerned with imparting and developing specific skills for a particular purpose. According to Jucius, "The term training is used to indicate processes by which the aptitude, skills and abilities of employees to perform specific jobs are increased."

The employee must have the theoretical and practical knowledge of the work, he is required to perform. The theoretical knowledge can be gained in the institutions but for the practical knowledge training is required. Therefore, the training acquaints the employees with the real situations of the work and helps him in the faultless accomplishments of the work.

Training is a part of incentives given to the workers in order to develop and grow them within the concern. Training is generally given according to the nature of activities and scope of expansion in it. Along with it, the workers are developed by providing them extra benefits of in-depth knowledge of their functional areas. Development also includes giving them key and important jobs as a test or examination in order to analyze their performances.

9.5.4 Promotion and Transfer

A promotion is the appointment of a member to another position within the same department or elsewhere in the organization which involves duties and responsibilities of a more complex or demanding nature and is recognized by a higher pay grade and salary.

A transfer is the appointment of a member to another position within the same department or elsewhere in the organization, involving duties and responsibilities of a comparable nature and having a similar pay grade and salary. In certain circumstances, the transfer may be at a lesser pay grade or salary. Employees are promoted to higher ranks on the basis of merit and seniority. Staffing also involves transfer of employees from one place to other place according to their ability, competence and experience. It also takes into consideration the needs and interests of the employees. A promotion is a move up the organizational ladder whereas job rotation and transfers are lateral moves.

9.5.5 Remuneration

It is a kind of compensation provided monetarily to the employees for their work performances. This is given according to the nature of job- skilled or

unskilled, physical or mental, etc. Remuneration forms an important monetary incentive for the employees.

The management should ensure that the employees are suitably remunerated for the services rendered by them. Remuneration paid maybe in the form of wages, salaries, allowances and perks. Wages are normally paid according to time rate of piece rate system.

9.5.6 Orientation of staff

Once screening takes place, the appointed candidates are made familiar to the work units and work environment through the orientation programmes. Orientation of the selected employees enables them to adjust themselves to the real situations, work and the environment of the organization. Here, the employees may be taken round the plant or office, supplied with the literature containing information, policies and achievements of the enterprise and maybe shown a power point presentation about the organization and also shown a video to help them get a feel of the organisation.

9.5.7 Performance Evaluation

In order to keep a track of the behavior, attitudes as well as opinions of the workers towards their jobs regular assessment is done to evaluate and supervise different work units in a concern. It is basically concerning to know the development cycle and growth patterns of the employee in a concern. Also it is a systematic evaluation of personnel by superiors or others familiar with their performance so as to rank the employees to ascertain their eligibility for promotions.