

# Staffing

## Meaning-

Staffing involves, "finding the right person for the right job having the right qualification, doing the right job at the right time."

## Importance/ Need/ Benefits/ Advantages of Staffing

- 1. Filling the roles by obtaining competent personnel:** Staffing function is needed to fill the job position. There will be no use of job position unless or until these are occupied by employees and it is through staffing function only that employees are appointed to fill the vacant job.
- 2. Placing right person at the right job:** Staffing ensures higher performance by placing right person on the right job by proper recruitment and selection. Employees are given a place according to their qualifications.
- 3. Growth of enterprise:** By appointing efficient staff, staffing ensures continuous survival and growth of the enterprise. As organisation grows with the efforts of its employees only.
- 4. Optimum utilisation of human resources:** Through manpower planning and job analysis we can find out the numbers of employees and types of employees required in the organisation. So, there are no chances of overmanning and shortage or underutilisation of personnel.
- 5. Improves job satisfaction and morale of the employees:** Through objective assessment and fair reward for their contribution employees get job satisfaction.

## Staffing Process

### The steps involved in the staffing process are:

- 1. Estimating manpower requirement:** For estimating manpower requirement, company will take following three steps:
  - (i) Workload analysis
  - (ii) Workforce analysis
  - (iii) Comparing both to find out requirement
  - (i) Workload analysis:** This requires finding numbers and types of employees required to perform various jobs designed in organisational structure.
  - (ii) Workforce analysis:** It means analysing existing workforce or employees already occupying the job positions and how many of them are overburdened or underburdened.
  - (iii) Comparison:** After doing workload analysis and workforce analysis, the manager compares both as excess of workload over workforce indicated under staffing.
- 2. Recruitment:** It refers to the process of searching for prospective candidate and stimulating them to apply for job in the organisation. After assessing the numbers and types of employees required, the manager tries that more and more people should apply for the job so that the organisation can get more choice and select better candidates.
- 3. Selection:** It refers to choosing the most suitable candidate to fill the vacant job position. The selection is done through a process, which involves test, interviews, etc.
  - (i) To select the best among the available.
  - (ii) To enhance the self esteem of selected candidates.
- 4. Placement and orientation:** Placement refers to occupying of post by the candidate for which he is selected. After selection the employee is given appointment letter and is asked to occupy the vacant job position.
- 5. Training and development:** To improve the competence of employees and to motivate them it is necessary to provide training and development opportunities for employees so that they can reach to top and keep improving their skill.
- 6. Performance appraisal:** After taking training and performing the job for sometimes there is need that employees' performance must be evaluated. Performance appraisal refers to evaluating the performance of employees against some standards. The standards are made known to employees in advance. Superiors prepare a feedback report on the basis of performance appraisal.

**7. Promotion and career planning:** Promotion refers to being placed at a higher job position with more pay, job satisfaction and responsibility. Generally on the basis of feedback report of employees' performance, they are given promotion and opportunities for higher job positions.

**8. Compensation:** It refers to price of the job. It includes pays, reward and other incentives given to employees. It includes direct as well as indirect payments. Direct payments such as wages, salary, etc. Indirect payments such as medical facility, insurance, etc. The managers must fix the right compensation on the basis of qualification, type of job, etc.

Direct financial payments are of two types:

- (i) Time-based payment
- (ii) Performance-based payment

### **Recruitment**

Recruitment means inducing or attracting more and more candidates to apply for vacant job positions in the organisation.

### **Sources of Recruitment**

There are two important sources of recruitment:

- 1. Internal source of recruitment
- 2. External source of recruitment

**1. Internal Source of Recruitment:** Under Internal source of recruitment, the vacant job positions are filled by attracting the existing employees of the organisation. The vacant job positions are filled by using existing employees only and no outsiders are permitted in internal sources.

**Under the internal recruitment, following methods of recruitment are used:**

**(a) Transfer:** Transfer means horizontal shifting of employees from one job position to other at the same level of authority. Generally with the transfers, there is no change in the compensation level and authority level. There is no change even in his rank, responsibilities and prestige. Only the place of working is changed.

**(b) Promotion:** Promotion refers to vertical shifting of employees from one job position to other with higher level of authority. In promotion, the authority level, the rank, responsibilities of employees and prestige improve or increase. Generally with the promotions, there is increase in compensation or salary also. Promotion helps to improve the motivation, loyalty and satisfaction level of employees.

### **Advantages of Internal Source of Recruitment**

- (i) It is economical.
- (ii) It motivates the existing employees.
- (iii) Less amount is spent on training.
- (iv) The employees are already familiar with rules and regulations of organisation. So, there are less chances of turnovers.
- (v) It improves performance of employees: To get promotion, employees show better performance.
- (vi) Through transfer, employees get training also in the form of job rotation.
- (vii) Through transfer, surplus employees can be shifted to other departments.

### **The Limitations or Demerits of Internal recruitment:**

- (i) No fresh or new ideas will come in the organisation.
- (ii) There will be limited choice.
- (iii) Employees may become lethargic when they are sure of time bound promotion.
- (iv) Frequent transfer may reduce the productivity of employee.
- (v) Not suitable for new organisation,
- (vi) The spirit of competition among the employees may hamper.

**2. External Source of Recruitment:** When the candidates from outside the organisation are invited to fill the vacant job position then it is known as external recruitment.

### **The advantages of external recruitment are:**

- 1. Fresh talent:** With external recruitment fresh and new talent come to the organisation.
- 2. Wider choice:** Through external recruitment the organisation gets wider choice.
- 3. Qualified personnel:** By using external recruitment, the management can get qualified and trained persons.
- 4. Latest technological knowledge:** Through campus placement, organisation can get employees with latest technological knowledge.
- 5. Competitive spirit:** Through external recruitment when outsiders join the organisation, this develops a competitive spirit in existing employees of organisation.

### **Demerits of external recruitment:**

- (a) The morale of existing employees goes down or falls. Dissatisfaction among existing staff.
- (b) The new employees may not adjust in the rules and regulations of the organisation which means more chances of turnovers.
- (c) It is expensive as to invite the outsider to apply for the job. Companies have to bear heavy burden of advertising.
- (d) Lengthy Process. External recruitment takes long time.

### **The common methods of external sources of recruitment are:**

- 1. Direct recruitment:** Sometimes, the organisations paste notice at the gate of their organisation office or factory or workshop stating the vacant job positions. The people who are interested in those jobs walk in for interview. This method of external recruitment is most suitable for unskilled job positions, they are called casual or badli workers.
- 2. Casual callers:** Generally the large organisations maintain an application file or a database in which they keep all the pending applications which the job seekers leave with the reception or directly post at company's website. Whenever there is a job vacancy the suitable candidates from the waiting list are called.
- 3. Advertising:** The most common and popular method of external recruitment is advertising about the vacant job position. The organisations select the media of advertisement keeping in mind the requirement of job position.
- 4. Employment exchanges:** Government employment exchanges act as middlemen between the job seekers and the organisations who have vacant job positions. The job seekers leave their resume and details of their qualifications with the employment exchanges and when the organisations approach employment exchanges the suitable candidates are sent.
- 5. Placement agencies and management consultant:** Placement agencies provide nation-wide service of matching demand and supply of workforce. These agencies invite the resume and record from various job seekers and send them to suitable clients. These agencies charge fees for providing such service, These are a kind of employment exchange run by private enterprises.
- 6. Campus recruitment:** Sometimes, the senior managers of the organisations visit various professional colleges, technical institutes to get fresh graduates or the people with the latest technological know-how. This type of recruitment is more common for engineers, computer programmers, MBAs, etc.
- 7. Recommendations from present employees:** Many firms encourage their employees to recommend the names of their relatives, friends and other known people to fill the vacant job position. The organisations prefer recommendation by trusting the goodwill of the present employees and a type of preliminary screening is done as the present employees know both the company and candidate and would try to satisfy both.
- 8. Labour contractors:** Labour contractors maintain close contact with labours and they can provide the required number of unskilled workers at short notice. Workers are recruited through labour contractors, who themselves are employees of the contractor's organisation but the drawback of this source is if labour contractor leave the job then all workers will go with him.
- 9. Advertising on television:** A new trend of external recruitment is telecast on various channels regarding vacant job position. They telecast the requirement of the job along with the qualification necessary to apply.



**10. Web publishing:** In internet, there are certain websites specifically designed provide information regarding job seekers and companies which have vacant job position. These websites can be visited by job seekers as well as companies. The common websites are: Naukri.com, Monster.com, etc.

#### **Difference between internal and external source of Recruitment**

S.No.	Point of difference	Internal Recruitment	External Recruitment
1	Meaning	internal Recruitment means making use of existing staff to fill up the vacant job positions in the organization	External Recruitment means making use of new personnel or outsiders to fill up the vacant job positions in the organization.
2	Time	It is less time consuming.	It is more time consuming.
3	Economy	This process is more economical as it does not involve any cost of searching external source.	This process costly as vacancies have to be notified in newspapers, magazines, etc.
4	Quality	There is the limited choice so better quality may not be assumed.	It provides a wider choice and the best quality is assumed.
5	Moral of the employees	This method boosts up the moral of the employees because existing staff gets chance of promotion.	This method brings down the moral of the employees as they do not get chance of growth and development

#### **Selection**

Selection can be defined as choosing the most promising and most suitable candidate to fill up the vacant job position in the organisation.

**Selection process:** In selection process, various steps are performed which are given below:

**1. Preliminary screening:** Preliminary screening is done to eliminate unqualified and misfit candidates based on information supplied in application form.

**2. Selection test:** The organisations prefer to conduct written test to measure certain characterisation of individual. These characteristics range from aptitude to intelligence and personality.

The common types of tests conducted by the organisations are:

**(a) Intelligence test:** This kind of psychological test is used to measure the level of intelligence quotient (I.Q.) of an individual. It is an indicator of judging a person's ability to take decisions and judgements.

**(b) Aptitude test:** This test is conducted to find out the potential of learning new job in the candidate. How quickly the candidate can learn new skills and new methods. This test helps to know how the candidate will be performing in future.

**(c) Personality test:** Personality test is conducted to find out the human behaviour of the candidate. This test relates to personal emotions, his/her reaction and value system. The motivation level of the candidate is also tested through psychological test.

**(d) Trade test:** This test is conducted to check the existing skills of an individual. It helps to find the level of knowledge and proficiency in the area of profession and technical training.

**(e) Interest test:** This test is conducted to find out the type of job in which candidate has more interest as all the people have fascination for some jobs than others. The interest test are used to know the pattern of interest of a person.

**3. Employment interview:** The consultants who are specialised in their fields ask questions from the candidates to test his professional or specialised knowledge related to the job. The interview has many advantages over written test because in interviews you can find out the confidence level of the candidate along with his professional knowledge.

**4. Checking references and background:** In the application form, the candidate is asked to give the names of two references. If the candidate qualifies the interview then the organisation prefers to check with the references about the personal character of the candidate. The organisation can cross-check the information given by the candidate with the references.

**5. Selection decision:** The candidates who pass the test, interview and references check are included in selection list and the managers select most suitable candidate from this list. Before selection the view of concerned manager is considered as it is he/she who will be dealing with that candidate.

**6. Medical examination:** Before giving appointment letter the selected candidates are sent for medical fitness test.

**7. Job offer:** The applicants who clear the medical test are given job offer through letter of appointment. In the letter the date of joining, terms and conditions of job, etc. are mentioned. Generally a reasonable time is given to the candidates to join the organisation.

**8. Contract of employment:** When candidate accepts the job offer, it refers to signing of contract of employment. While signing the contract of employment the employer and the candidate exchange certain documents. The common contents of contract of employment are job title duties, responsibilities, pay, allowances, hours of work, leave rules, disciplinary rules, probation period, etc.

### **Training and Development**

**Training:** Training means equipping the employees with the required skill to perform the job. The candidates are sent for training so that they can perform the job in the expected manner."

**Development:** Development refers to overall growth of the employee. It focuses on personal growth and successful employees' development.

Development is much wider in concept as compared to training as training is only one part of development.

**Example:** If an accountant is sent to learn the new software for accounting to prepare the books of account more fast and accurate, this is called training. Whereas if he is sent for orientation programme to improve his motivational and conceptual skills then this is called development.

### **Need for Training and Development**

Benefits of Training and Development for Organisations

**1. Systematic Learning:** Training is systematic learning a trained employee takes less time in learning the job as compared to untrained employee. As a result, there is less wastage of resources and higher productivity in the organisation.

**2. Enhance Employee's Productivity:** The productivity of Trained employees is always better in terms of quantity as well as quality leading to higher profit.

**3. Aptitude/Attitude formation/Future Managers:** Training equip the future manager who can take over in case of emergency.

**4. Improve Morals of Employees:** Training increases the morale of the employee and reduces absenteeism and employee turnover.

**5. Helps to Adapt Changes:** Training helps in obtaining effective response to fast changing technological and economical environment.

### **Benefits to the Employees:**

**1. Better career options:** Improved skill and knowledge due to training bring better career options for employees.

**2. Earning more:** Improvement in efficient performance of employees helps the employees to earn more.

**3. Boosting up the morale of employees:** Training increases the satisfaction and morale of employees.

**4. Less chances of accidents/Efficiently Handling Machine:** Training makes employees more efficient so there are less chances of accidents.

### **Methods Of Training**

There are mainly two methods of training:

1. On-the-job training
2. Off-the-job training

**1. On-the-job Training:** When the employees are trained while they are performing the job then it is known as on-the-job training. Under this method the employees learn by doing. This method is suitable only for technical jobs and the

advantage of this method is employees can learn the practical problems while working on the job. The biggest disadvantage of on-the-job training is that it results in wastage of resources.

**2. Off-the-job Training:** Off-the-job training means training the employees by taking them away from their work position which means employees are given a break from the job and sent for training. This method of training is more suitable for managerial job positions as conferences, seminars are held to train the managers.

**The Common and Popular Techniques of Training under On-the-job Method are:**

**(a) Apprenticeship programme/training:** The workers seeking to enter skilled jobs are sent for apprenticeship training programme which is an on-the-job method of training. In the Apprenticeship Programme, a master worker or a trainer is appointed who guides the worker or learner regarding the skill of job. The master worker performs the job and the trainee (learner) observes him performing. When the learner learns all the skills then slowly he starts taking up the job step by step and master worker becomes the observer. When the trainee becomes perfect in doing the job then master worker goes and trainee gets full charge of job position.

**b) Internship:** Internship is an agreement between the professional institutes and the corporate sector where professional institutes send their students to various companies so that they can practise the theoretical knowledge acquired by them through professional institutes. Under this training programme, the organisations get people with fresh ideas and latest knowledge and the companies have to pay very less amount of salary which is called stipend. On the other hand, the students get chance to practise under the real work situation.

**C. Induction or orientation training:** Induction or orientation is a process of receiving and welcoming an employee when he first joins the company and gives him the basic information he needs to settle down quickly and happily and start work.

The basic objectives of an induction and orientation programme are:

1. To help the newcomer to overcome his/her shyness and nervousness in meeting new people.
2. To build up the confidence of new employee.
3. To develop a sense of belongingness and loyalty.
4. To develop cordial relationship between the newcomers and old employees and their superiors.
5. To ensure newcomers do not form negative attitude towards the organisation or the job.
6. To give the newcomers necessary information such as location of washrooms, rest periods, cafeteria, leave rules, etc.

**A formal induction programme must provide following information to the employee:**

- (i) Brief history and operation of the company
- (ii) Products and services of the company
- (iii) Company's organisational structure
- (iv) Rules, regulations, policies and procedures of the company
- (v) Responsibilities and authorities of employee
- (vi) Grievance procedures and safety rules
- (vii) Suggestion schemes
- (viii) Terms and conditions of service such as wages, working hours, holidays, etc.
- (ix) Disciplinary procedures
- (x) Opportunities for training, promotions, transfer, etc.

**The Common and Popular Techniques of Training under Off-the-Job Method are:**

#### **VESTIBULE SCHOOL.**

Vestibule school means duplicate model of organisation: Vestibule school is an off the job method of training which makes use of benefit of on the Job Method.

- Employee learn their jobs on the equipment they will be using, but training is conducted away from a actual work floor.
- Actual work environments are created in a class room and employees use the same materials files and equipments.

- This is usually done when employees are required to handle sophisticated machinery and equipments.



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