

- Staffing -

51

Introduction - The success or failure of any organisation depends upon its human resources. Efficient people can take the companies to great heights and inefficient employees can bring it down.

Meaning - Staffing consists of Manpower planning, recruitment, selection, training, compensation, promotion and maintenance of managerial personnel.

- ⇒ Function related to human elements or components of an organisation
- ⇒ Assess the number and type of employees an organization will require in near future. Place right person at the right job.

Importance of staffing -

- ⇒ Filling the roles by obtaining competent personnel.
- ⇒ Placing right person at the right job.
- ⇒ Growth of enterprise ⇒ optimum utilization of human resources.
- ⇒ Helps in competing ⇒ Improves job satisfaction

Staffing and HRM - (Human Resource Management)

Staffing - used in small organisation

HRM - is for large organisation having separate department for performing staffing function.

Staffing Process - Staffing is a line activity, performed by every manager. The steps involved in the staffing process are -

- ① Estimating Manpower requirement - Staffing process begins with the estimation of manpower requirement which means finding out number and type of employees needed by the organisation in near future. For estimating manpower requirement company will take following three steps -
 - ① workload analysis - This requires finding out any type of employees required to perform various jobs designed in organisational structure
 - ② workforce analysis - It means analysis existing workforce or employees already occupying the job positions and how many of them are overburdened or underburdened.
 - ③ Comparison - After doing workload analysis and workforce analysis, the manager compares both as excess of work load over workforce indicated under staffing and you need to appoint more people whereas excess of

Workforce over workload indicated over staffing you need to remove or transfer some employees elsewhere.

② Recruitment — It refers to the process of inducing the people to apply for the job in the organisation. If we can fulfill the requirement from inside the organisation through transfers and promotion, then it is very economical and fast but generally organisation has to fulfill its requirement from outside the organisation.

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. The main objectives of selection are —

- 1] To select the best among the variable.
- 2] To make selected candidate realise that how seriously things are done in the organisation.

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.

Orientation refers to introduction of new employees to the existing employees. Large organisations organise orientation programmes to familiarise the new employees with the existing whereas in small organisations superiors take the new employees on round and introduce him to the existing employees.

Training and development — Training and development not only motivate employees but these improve efficiency of work also.

In small organisation the line managers only perform all the functions which includes following steps in the staffing process —

- ① 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.
- ② Promotion and Career Planning — on the basis of feedback report of employee's performance they are given promotion and opportunities for higher job positions with more pay and responsibility.
- ③ Compensation — It refers to price of the job. It includes pays, reward and other incentives given to employees. It includes direct and indirect payments. Direct payments such as wages, salary etc. Indirect payments such as medical facility, insurance etc.

Direct financial payments are of two types —

1] Time based Payments — means salary/wages are paid on daily, weekly or monthly basis.

② Performance based Payment — on the basis of number of pieces or units produced by the employees.

Recruitment — searching for prospective candidates.

Inviting applications, inducing people to apply for job, positive process.

Selection — choosing the prospective candidates, negative process.

Types of tests —

- ① Intelligence test — A test to measure intelligence quotient of an individual.
- ② Aptitude — To measure the potential to learn new skills in future.
- ③ Personality Test — To measure the person's emotions, values and personality.
- ④ Trade Test — To measure the existing knowledge.
- ⑤ Interest Test — To know the area of interest or fascination of an individual.

Training — Imparting skills to improve Performance of Job.

Related to Job/work performed by an ~~individual~~ individual.

Update knowledge and competency of employees.

Development — overall growth of an employees. Include all round growth and not restricted to Job Performance.

Methods of Training —

1) Apprenticeship —

- a) Suitable for acquiring higher level skill.
- b) Training under the guidance of a Master worker or experience guide or trainer or a mentor.
- c) A uniform Period of training.
- d) Suitable for plumbers, electricians, iron workers.

2) Internship —

- a) Suitable for students undergoing Professional courses.
- b) Involve cooperation of educational institutions and business firms.
- c) Main purpose is to acquire Practical knowledge along with theoretical.

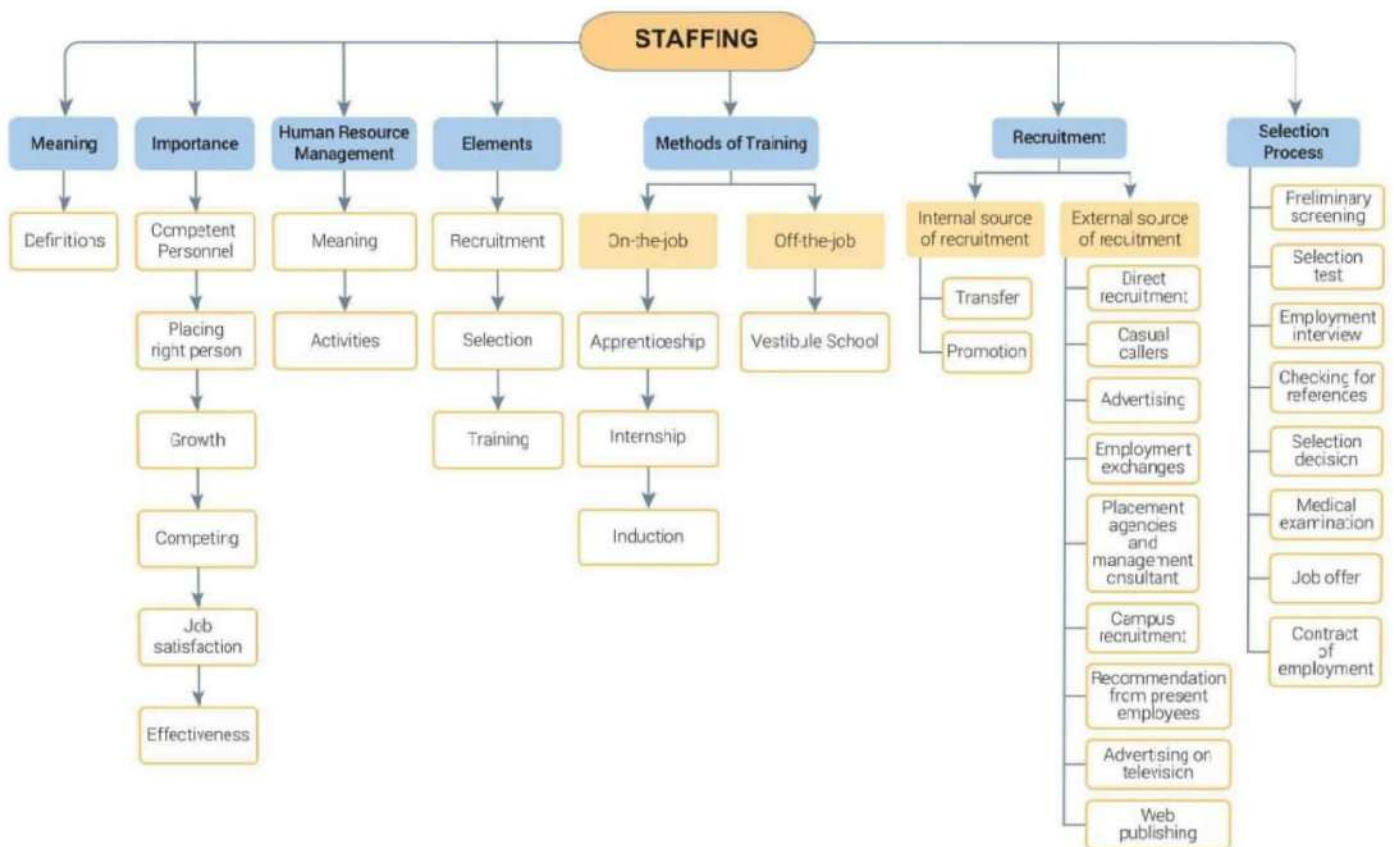
Induction / Orientation Training —

- a) Suitable for new appointments.
- b) Familiarising with rules, regulations and working style of an organization.
- c) Remove hesitation of new employees and add confidence.

Vestibule school —

- a) Training in dummy or duplicate model.
- b) Suitable for ~~the~~ delicate, expensive and high tech machinery.

Staffing – A Flow Chart



Exercise

Objective Type Questions

Multiple Choice Questions

1. Imparting skill necessary to perform a job is called
 - (a) Training
 - (b) Development
 - (c) Recruitment
 - (d) Selection
2. Analysing existing employees is known as
 - (a) Work load analysis
 - (b) Work force analysis
 - (c) Training
 - (d) Development
3. Staffing is a part of
 - (a) Marketing management
 - (b) Financial management
 - (c) Human Resource management
 - (d) None of the above
4. Analysing total number of employees required to perform the job in the organisation is known as
 - (a) Work load analysis
 - (b) Work force analysis
 - (c) Recruitment
 - (d) Selection
5. Visit by senior manager to various professional colleges to search for prospective candidates is known as
 - (a) Internal Recruitment
 - (b) Recommendations from employees
 - (c) Employment Exchange
 - (d) Campus Recruitment
6. To find out the potential of learning new job in the candidate, the following test is conducted.
 - (a) Intelligence Test
 - (b) Aptitude Test
 - (c) Trade Test
 - (d) Personality Test
7. Which of the following is called a negative process:
 - (a) Recruitment
 - (b) Training
 - (c) Selection
 - (d) None of the above
8. The purpose of one of the training methods is to make the new employee feel at home and develop a feeling of belongingness in the organisation. That method is
 - (a) Induction training
 - (b) Apprenticeship training
 - (c) Internship
 - (d) Vertibule school
9. Duplicate model is prepared in
 - (a) Induction training
 - (b) Vertibule school
 - (c) Apprenticeship training
 - (d) Internship
10. Which method of recruitment is economical?
 - (a) Internal
 - (b) External
 - (c) Both (a) and (b)
 - (d) None of the above
11. The candidate who has applied for job can clarify his queries during
 - (a) Test
 - (b) Employment interview
 - (c) Medical examination
 - (d) Selection decision

12. To know the emotions and values of the candidate following test is conducted
 - (a) Intelligence Test
 - (b) Trade Test
 - (c) Personality Test
 - (d) Aptitude Test
13. The suitable method of External Recruitment for getting unskilled labourer is
 - (a) Recommendations from present employees
 - (b) Employment exchange
 - (c) Advertisement
 - (d) Labour contractors
14. Professional Institutes send their students to corporate sector for doing
 - (a) Apprenticeship Training
 - (b) Internship
 - (c) Induction Training
 - (d) Vestibule School
15. No fresh idea will come under
 - (a) Internal Recruitment
 - (b) External Recruitment
 - (c) Direct Recruitment
 - (d) Indirect Recruitment
16. Which of the following is the most serious problem that might arise due to excessive reliance on Internal recruitment.
 - (a) High labour turnover
 - (b) Lack of motivation
 - (c) Reduce job performance
 - (d) Internal resistance
17. Payment of salary/wage to the employees according to the piece work
 - (a) Time based plan
 - (b) Performance based plan
 - (c) Incertion based plan
 - (d) Compensation
18. Efficient staff can help organisation to win over:
 - (a) competitors
 - (b) managers
 - (c) society
 - (d) superiors
19. Staffing is for:
 - (a) Big organisation
 - (b) small organisation
 - (c) (a) and (b) both
 - (d) none
20. Human resource management is for:
 - (a) large organisation
 - (b) small organisation
 - (c) (a) and (b) both
 - (d) none

(Answers at Page no. 292)

Fill in the Blanks

1. Process of searching for prospective candidates is known as _____.
2. _____ bring overall growth of an employee.
3. _____ Recruitment motivates existing employees.
4. Staffing process begins with _____.
5. Providing the candidate the post for which he is selected is called _____.
6. The new employee gets familiarise with working style of an organisation under _____ training.
7. Professional Institutes organise _____ Training for their students.
8. Two methods of Internal Recruitment are _____ and _____.

ANSWERS OF OBJECTIVE TYPE QUESTIONS

Multiple Choice Questions

- | | | | | |
|---------|---------|---------|---------|---------|
| 1. (a) | 2. (b) | 3. (c) | 4. (a) | 5. (d) |
| 6. (b) | 7. (b) | 8. (a) | 9. (b) | 10. (a) |
| 11. (b) | 12. (c) | 13. (d) | 14. (b) | 15. (a) |
| 16. (c) | 17. (b) | 18. (a) | 19. (b) | 20. (a) |

Fill in the Blanks

- | | | |
|-------------------------------------|----------------|---------------------------|
| 1. Recruitment | 2. Development | 3. Internal |
| 4. Estimating man power requirement | | 5. Placement |
| 6. Induction | 7. Internship | 8. Transfer and Promotion |
| 9. Contract of Employment | | 10. External |

[Click Here](#)
[To](#)
[Download full E-book](#)