

UNIT- 6: STAFFING

Meaning- Staffing is the process of management which is concerned with obtaining, utilising & maintaining a satisfactory and satisfied workforce.

Importance of staffing

- a) Helpful in Discovering Competent personnel
- b) Helpful in better performance
- c) Helpful in Growth of organization
- d) Optimum utilization of human resources.

Staffing Process:-

- 1) Estimating manpower requirements
- 2) Recruitment
- 3) Selection
- 4) Placement and orientation
- 5) Training and Development
- 6) Performance Appraisal
- 7) Promotion and career planning
- 8) Compensation

Element of staffing-

Recruitment + Selection + Training= Staffing

Recruitment: - It means searching for prospective candidates and stimulating them to apply for jobs in the organization.

Sources of recruitment:-

- a) **Internal source of Recruitment:** –Transfer and Promotion.
- b) **External Source of Recruitment:**–Direct recruitment, Casual callers, Campus placement, Employment exchanges, Private placement agencies, Employee recommendation and Web publishing.

Selection: -It refers to discovering most promising and most suitable candidate to fill up the vacant job position in the organisation.

Selection Process:-

- 1) Preliminary Screening
- 2) Selection Tests: - Intelligence test, Aptitude test, Personality test, Trade test and Interest test are conducted in it.
- 3) Employment Interview
- 4) Checking references and background
- 5) Selection Decision
- 6) Medical Examination.
- 7) Job offer
- 8) Contract of employment

Training and Development:-

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

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

Need for Training and Development:-

- a) Reduced learning time
- b) Better performance
- c) Attitude formation
- d) Aids in or help in solving operational problems
- e) Managing manpower need
- f) Helps to adopt changes.

Methods of training:-

a) 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.

b) Off-the-job Training:- Means Training given to the employees by taking them away from their work position which means employees are given a break from the job and sent for training.

(i) Apprenticeship training- It refers to that training method where the trainee is put under the guidance of an expert to acquire higher level of skill. Generally electricians, plumbers and iron workers are required to undergo this training.

(ii) Vestibule Training: Under this method, with a view to imparting training to new employees, a separate training centre is set up. An experienced and trained trainer is appointed as an in-charge of this centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop.

(iii) Internship: It is a practical training of theoretical knowledge. Selected candidates carry on regular studies for prescribed period and also work in some factory or office to acquire practical knowledge.

(iv) Induction: It means introducing the selected employees to his superiors, subordinates and colleagues and familiarizing him with the rules and policies of the organization.

Case Studies:

Question 1.

Alpha Enterprises is a company manufacturing water geysers. The company has a functional structure with four main functions-Production, Marketing, Finance and Human Resource. As the demand for the product grew, the company decided to hire more employees.

Identify the concept which will help the Human Resource Manager in deciding the actual number of persons required in each department.

Answer:

Workload analysis is the concept which will help the Human Resource Manager in deciding the actual number of persons required in each department.

Question 2.

Resolutions Pvt. Ltd. is a publishing company. Its book on Business Studies for class XII is in great demand. As a result, the employees in the marketing department are always racing against time. The

employees have to work overtime and on holidays to cater to the demand.

Managers in the marketing department are under stress as they have to handle more than two territories. The work stress has led to dissatisfaction among the employees and managers.

1. Name and explain the step of staffing process which has not been performed properly.
2. State the next two stages immediately following the step identified in part 'a'.

Answer:

1. The step of staffing process which has not been performed properly is:

Estimation of manpower requirements: It is the first step in the staffing process and is carried out with the help of workload analysis (assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives) and work force analysis (assessment of the number and type available).

2. The next two stages immediately following the step Estimation of manpower requirement are as follows:

(a) *Recruitment*: Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

(b) *Selection*: Selection is the process of choosing the best candidate from a pool of applicants.

Question 3.

Joseph Bros is a firm manufacturing jute lampshades. It uses leftover jute pieces from various jute factories to manufacture economical lampshades which are supplied to various hotels in nearby towns. It employs men and women from nearby villages as workers for creating good lampshade designs. Joseph Bros, is not able to meet its targets. Namish, the supervisor of the company, was told to analyse the reasons for the poor performance. Namish found the following problems and suggested certain solutions in the working of the business. The number of workers employed was less than what was required for the work. As a result, the existing workers were overburdened. The firm decided to search for new workers and it asked the present employees to introduce candidates or recommend their friends and relatives to the firm. This enabled the firm to 'put people to jobs' and assured the attainment of objectives according to plans.

1. Identify the functions of management being performed by the firm in the above situation.
2. Name the concept and its source used by the firm to attract more workers for the firm.
3. State any two values being followed by Jacob Bros.

Answer:

1. The 'Staffing' function of management is being performed by the firm.

2. Recruitment is the concept used by the firm to attract more workers to the firm.

The firm is planning to use the external source of recruitment i.e 'Recommendation of present employees' to attract more workers to the firm.

3. The two values that are being followed by Jacob Bros are:

- (a) Generating employment
- (b) Optimum utilisation of resources.

Question 4.

Aakansha, Nikita and Parishma are the owners of a handicraft unit in the urban area of Dibrugarh in Assam, which is involved in the manufacturing and marketing of Sital Pati, traditional mats and Jappi (the traditional headgear). They decided to shift this manufacturing unit to a rural area with an objective of reducing the cost and providing job opportunities to the locals.

They followed the functional structure in this organisation with a view to increasing managerial and operational efficiency.

They assessed and analysed the type and number of employees required, keeping in mind that they had to encourage the women and the people with special needs belonging to the rural area.

State the next three steps that they will have to undertake for obtaining a satisfied workforce for their handicraft unit.

Answer:

The next three steps that they will have to undertake for obtaining a satisfied workforce for their handicraft unit are as follows:

- **Recruitment:** Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.
- **Selection:** Selection is the process of choosing the best candidate from a pool of applicants.

Placement and Orientation: Placement refers to the process of giving the charge of the job for which the employees have been appointed. Orientation may involve a series of activities related to introducing the new employee to other employees and familiarising him with the rules and policies of the organisation. Moreover, he is taken around the workplace and made aware of the fire safety policy, canteen, conference room etc.