

## ASPECTS OF STAFFING

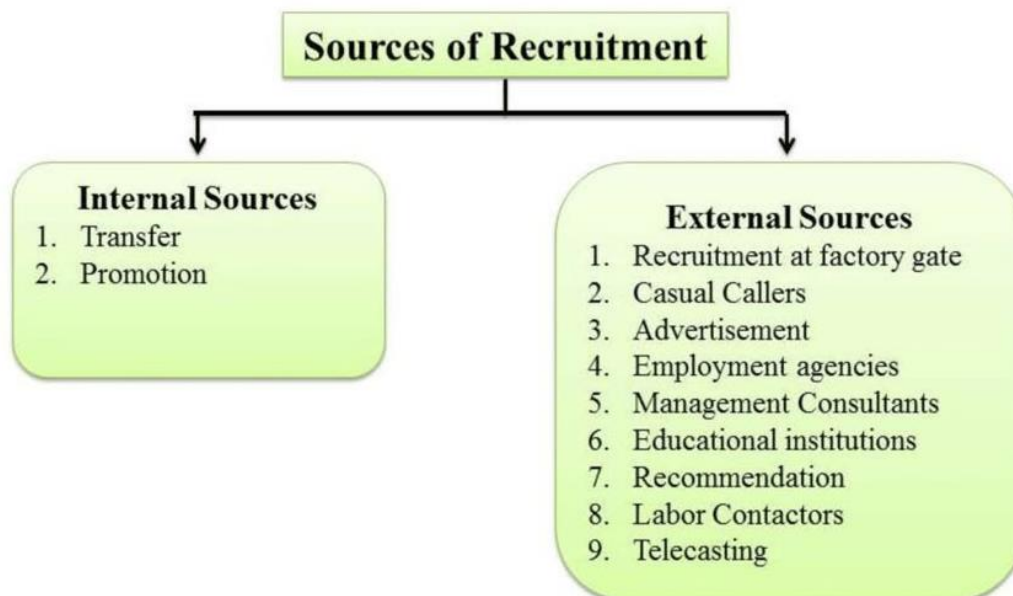
There are three aspects of staffing: recruitment, selection, and training. These are now discussed in detail.

### RECRUITMENT

Recruitment refers to **the process of finding possible candidates for a job or a function**. It has been defined as ‘the process of searching for prospective employees and stimulating them to apply for jobs in an organization.’ **Advertising** is commonly part of the recruitment process and can occur

through **several means, through newspapers, newspapers dedicated to job advertisements, professional publications, advertisements placed in windows, job centers, campus interviews, etc.**

### *Sources of Recruitment:*



The object of recruitment is **to attract potential employees** with the necessary characteristics or qualifications, in the adequate number for the jobs available.

The various activities involved with the process of recruitment include (a) identification of the different sources of labor supply,

(b) assessment of their validity,

(c) choosing the **most suitable source or sources,** and

(d) inviting applications from the prospective candidates, for the vacancies. The requisite positions may be filled up from within the organization or from outside.

**Thus, there are two sources of recruitment – Internal and External.**

## Internal Sources

There are two important sources of internal recruitment, namely, transfers and promotions.

**(i) Transfers:** These involve shifting of an employee from **one job to another, one department to another, or from one shift to another,** without a substantive change in the responsibilities and status of the employee.

- It may lead to **changes in duties and responsibilities, working conditions,** etc., but not necessarily salary.
- The transfer is a good source of filling the vacancies with employees from over-staffed departments.
- It is practically a **horizontal movement** of employees.
- Job transfers are also **helpful in avoiding termination and in removing individual problems and grievances.**

- At the time of transfer, it should be ensured that the **employee to be transferred to another job is capable of performing it.**
- Transfers can also be used for training employees for learning different jobs.

**(ii) Promotions:**

- Promotion leads to **shifting an employee to a higher position, carrying higher responsibilities facilities, status, and pay.**
- Promotion is a vertical shifting of employees.
- This practice helps improve employees' motivation, loyalty, and satisfaction levels.
- It has a **great psychological impact** on the employees because a promotion at a higher level may lead to a chain of promotions at lower levels in the organization.

**Merits of Internal Sources** Filling vacancies in higher jobs from within the organization or through internal transfers has the following **Merits:**

1. Employees are motivated to improve their performance.
  - A promotion at a **higher level may lead to a chain of promotions** at lower levels in the organization.
  - This motivates the employees to **improve their performance through learning and practice.**
  - Employees work with commitment and loyalty and remain satisfied with their jobs.
  - Also, **peace prevails in the enterprise** because of promotional avenues;
2. **Internal recruitment also simplifies the process of selection and placement.**
  - The candidates that are **already working** in the enterprise can be **evaluated more accurately and economically.**



- This is a more reliable way of recruitment since **the candidates are already known to the organization;**
- 3. Transfer is a tool for **training employees to prepare them for higher jobs.** Also, **people recruited from within the organization do not need induction training;**
- 4. Transfer has the benefit of shifting the workforce from the surplus departments to those where there is a shortage of staff;
- 5. **Filling jobs internally is cheaper** as compared to getting candidates from external sources.

### ***Limitations of Internal Sources***

1. When vacancies are filled through internal promotions, the **scope for the induction of fresh talent is reduced.** Hence, complete reliance on internal recruitment involves the danger of 'inbreeding' by stopping 'infusion of new blood into the organization;
2. The employees may become **lethargic** if they are sure of time-bound promotions;
3. **A new enterprise cannot use internal sources of recruitment.** No organization can fill all its vacancies from internal sources;
4. The spirit of competition among the employees may be hampered; and
5. **Frequent transfers of employees may often reduce the productivity of the organization.**

### **External Sources**

An enterprise has to tap external sources for various positions because all the vacancies cannot be filled through internal recruitment. The commonly used external sources of recruitment are discussed below:



- (i) **Direct Recruitment:** Under direct recruitment, a notice is placed on the notice board of the enterprise specifying the details of the jobs available.
- Job-seekers assemble outside the premises of the organization on the specified date and selection is done on the spot.
  - The practice of direct recruitment is followed **usually for casual vacancies of unskilled or semi-skilled jobs.**
  - Such workers are known as casual or 'badli' workers and they are paid remuneration on a daily wage basis.
  - This method of recruitment is **very inexpensive** as it does not involve any cost of **advertising the vacancies**. It is suitable for filling casual vacancies when there is a rush of work or when some permanent workers are absent.
- (ii) **Casual Callers:** Many reputed business organizations keep a database of unsolicited applicants in their offices.
- Such job-seekers can be a valuable source of manpower. **A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise.**
  - The major merit of this source of recruitment is that **it reduces the cost of recruiting a workforce in comparison to other sources.**
- (iii) **Advertisement:** Advertisement in newspapers or trade and professional journals is generally used when a **wider choice is required.**
- Most of the **senior positions in the industry as well as commerce are filled by this method.**
  - The advantage of advertising vacancies is that **more information about the organization and job can be given in the advertisement.**
  - The advertisement gives the management a **wider range of candidates from which to choose.**

- Advertisements may be placed in leading newspapers. Its disadvantage is that it may bring in a flood of responses, and many times, from quite unsuitable candidates.
- (iv) **Employment Exchange:** Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled and skilled operative jobs.
- In some cases, compulsory notification of vacancies to employment exchange is required by law. Thus, employment exchanges help to match personnel demand and supply by serving as a link between job-seekers and employers.
  - Unfortunately, the records of employment exchange are often not up to date and many of the candidates referred by them may not be found suitable.
- (v) **Placement Agencies and Management Consultants:** In technical and professional areas, private agencies and professional bodies appear to be doing substantive work.
- Placement agencies provide a nationwide service in matching personnel demand and supply.
  - These agencies compile bio-data of a large number of candidates and recommend suitable names to their clients.
  - Such agencies charge a fee for their services and they are useful where extensive screening is required.
  - Management consultancy firms help organizations recruit technical, professional, and managerial personnel.
  - They maintain a data bank of persons with different qualifications and skills and even advertise the jobs on behalf of their clients to recruit the right type of personnel.
- (vi) **Campus Recruitment:** Colleges and institutes of management and technology have become popular sources of recruitment for technical, professional, and managerial jobs.

- Many big organizations maintain close liaisons with universities, vocational schools, and management institutes to recruit qualified personnel for various jobs.
- Recruitment from educational institutions is a well-established practice of businesses. This is referred to as campus recruitment.
- (vii) Recommendations of Employees:** Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment.
  - Such applicants are likely to be good employees because their background is sufficiently known.
  - A type of preliminary screening takes place because the present employees know both the company and the candidates and they would try to satisfy both.
- (viii) Labour Contractors:** Labour contractors maintain close contact with laborers and they can provide the required number of unskilled workers at short notice.
  - Workers are recruited through labor contractors who are themselves employees of the organization.
  - The disadvantages of this system are that if the contractor himself decides to leave the organization; all the workers employed through him will follow suit.
- (ix) Advertising on Television:** The practice of telecasting vacant posts over Television is gaining importance these days. The detailed requirements of the job and the qualities required to do it are publicized along with the profile of the organization where the vacancy exists.
- (ix) Web Publishing:** The Internet is becoming a common source of recruitment these days.
  - There are certain websites specifically designed and dedicated to providing information about both job seekers and job openings.



- **Websites are very commonly visited** both by prospective employees and organizations searching for suitable people.

### ***Merits of External Sources***

**(i) Qualified Personnel:** By using external sources of recruitment, **the management can attract qualified and trained people** to apply for vacant jobs in the organization.

**(ii) Wider Choice:** When vacancies are advertised widely, a large number of applicants from outside the organization apply. The management has a wider choice while selecting the people for employment.

**(iii) Fresh Talent:** The present employees may be insufficient or they may not fulfill the specifications of the jobs to be filled. **External recruitment provides a wider choice and brings new blood to the organization.** However, it is expensive and time-consuming.

**(iv) Competitive Spirit:** If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

### ***Limitations of External Sources***

**1. Dissatisfaction among existing staff:** External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.

**2. Lengthy process:** Recruitment from external sources takes a long time. **The business has to notify the vacancies and wait for applications to initiate the selection process.**





**3. Costly process:** It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.

## **MULTIPLE CHOICE QUESTIONS**

**Q1: Which of the following is not concerned with staffing?**

- (a) Recruitment
- (b) Selection
- (c) Training
- (d) Publicity**

**Q2: \_\_\_\_\_ involves planning, acquisition & development of resources necessary for organizational success.**

- (a) Human Resource management**
- (b) Human emphasis
- (c) Specialization
- (d) Compensation

**Q3: The process of attracting a qualified person to apply for the open jobs is referred to as**

- (a) Training
- (b) Recruitment**
- (c) Human resource management
- (d) Transfer

**Q4: Identify the correct sequence of the steps involved in the staffing process.**

- (a) Recruitment, Estimating the Manpower Requirements, Placement, and Orientation, Selection
- (b) Estimating the Manpower Requirements, Selection, Placement, and Orientation, Recruitment
- (c) Selection, Estimating the Manpower Requirements, Recruitment, Placement, and Orientation
- (d) Estimating the Manpower Requirements, Recruitment, Selection, Placement, and Orientation**

**Q5: Which of the following activities lie within the scope of the Human Resource Department?**

- (a) Formulating compensation and incentive plans
- (b) Ensuring healthy labor relations and union-management relations
- (c) Creating provisions for social security and the welfare of employees
- (d) All of the above**

**Q6: Many big organizations maintain a close liaison with universities, vocational schools, and management institutes to recruit qualified personnel for various jobs. This is known as \_\_\_\_\_.**

- (a) Placement agencies and management consultants
- (b) Direct recruitment
- (c) Labour contractors
- (d) Campus recruitment**

**Q7: \_\_\_\_\_ a very useful source of recruitment for hiring casual or 'badli' workers to whom compensation is provided on a daily wage basis.**

- (a) Placement agencies and management consultants
- (b) Direct recruitment**
- (c) Labour contractors
- (d) Advertising on television