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Research Paper

Staffing Management

Management

KEYWORDS :

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The term 'Staffing' relates to the recruitment, selection, development, training and compensation of the managerial personnel. Staffing, like all other managerial functions, is the duty which the apex management performs at all times. In a newly created enterprise, the staffing would come as a. third step—next to planning and organizing—but in a going enterprise the staffing process is continuous.

In order to define and clarify the group of employees included in the staffing concept, it must be stated that the staffing function is concerned with the placement, growth and development of all of those members of the organization whose function it is to get things done through one effort of other individuals.

This definition includes all levels of management because those who will occupy positions in the top two or three levels of management fifteen or twenty years from now are likely to be found in the lower levels today.

"The managerial function of staffing involves manning the organizational structure through effective and proper selection, appraisal, and development of personnel to fill the roles designed into the structure." — Koontz and O'Donnell

NATURE OF STAFFING

Staffing is an important managerial function

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.

Staffing is a pervasive activity

As staffing function is carried out by all mangers and in all types of concerns where business activities are carried out.

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.

The basis of staffing function is efficient management of personnels

Human resources can be efficiently managed by a system or proper procedure, that is, recruitment, selection, placement, training and development, providing remuneration, etc.

Staffing helps in placing 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.

Staffing is performed by all managers

Depending upon the nature of business, size of the company, qualifications and skills of manager ,etc. In small companies, the top management generally performs this function. In medium and small scale enterprise, it is performed especially by the personnel department of that concern.

People Centered:

Staffing is people centered and is relevant in all types of organizations. It is concerned with all categories of personnel from top to bottom of the organization.

The broad classification of personnel may be as follows:

(i) Blue collar workers (i.e., those working on the machines and engaged in loading, unloading etc.) and white collar workers (i.e., clerical employees).

(ii) Managerial and non-managerial personnel.

(iii) Professionals (such as Chartered Accountant, Company Secretary, Lawyer, etc.).

Responsibility of Every Manager:

Staffing is a basic function of management. Every manager is continuously engaged in performing the staffing function. He is actively associated with recruitment, selection, training and appraisal of his subordinates. These activities are performed by the chief executive, departmental managers and foremen in relation to their subordinates. Thus, staffing is a pervasive function of management and is performed by the managers at all levels.

It is the duty of every manager to perform the staffing activities such as selection, training, performance appraisal and counseling of employees. In many enterprises. Personnel Department is created to perform these activities.

But it does not mean that the managers at different levels are relieved of the responsibility concerned with staffing. The Personnel Department is established to provide assistance to the managers in performing their staffing function. Thus, every manager has to share the responsibility of staffing.

Human Skills:

Staffing function is concerned with training and development of human resources. Every manager should use human relations skill in providing guidance and training to the subordinates. Human relations skills are also required in performance appraisal, transfer and promotion of subordinates. If the staffing function is performed properly, the human relations in the organisation will be cordial.

Continuous Function:

Staffing function is to be performed continuously. It is equally important in the established organisations and the new organisations. In a new organisation, there has to be recruitment, selection and training of personnel. In a running organisation, every manager is engaged in various staffing activities. He is to guide and train the workers and also evaluate their performance on a continuous basis.

PROCESS OF STAFFING:

Manpower requirements- The very first step in staffing is to plan the manpower inventory required by a concern in order to match them with the job requirements and demands. Therefore, it involves forecasting and determining the future manpower needs of the concern.

Recruitment- Once the requirements are notified, the concern invites and solicits applications according to the invitations made to the desirable candidates.

Selection- This is the screening step of staffing in which the solicited applications are screened out and suitable candidates are appointed as per the requirements.

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Orientation and Placement- Once screening takes place, the appointed candidates are made familiar to the work units and work environment through the orientation programmes. placement takes place by putting right man on the right job.

Training and Development- 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 jobsas a test or examination in order to analyse their performances.

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.

Performance Evaluation- In order to keep a track or record of the behaviour, attitudes as well as opinions of the workers towards their jobs. For this 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 employeesin a concern.

Promotion and transfer- Promotion is said to be a non-monetary incentive in which the worker is shifted from a higher job demanding bigger responsibilities as well as shifting the workers and transferring them to different work units and branches of the same organization.

Importance of Staffing:
It is of utmost importance for the organization that right kinds of people are employed. They should be given adequate training so that wastage is minimum. They must also be induced to show higher productivity and quality by offering them incentives. In fact, effective performance of the staff function is necessary to realize the following benefits:

1. Efficient Performance of Other Functions:
Staffing is the key to the efficient performance of other functions of management. If an organization does not have competent personnel, it can't perform planning, organization and control functions properly.

2. Effective Use of Technology and Other Resources:
It is the human factor that is instrumental in the effective utilization of latest technology, capital, material, etc. the management can ensure right kinds of personnel by performing the staffing function.

3. Optimum Utilization of Human Resources:
The wage bill of big concerns is quite high. They also spend money on recruitment, selection, training and development of employees. In order to get the optimum output from the personnel, the staffing function should be performed in an efficient manner.

4. Development of Human Capital:
The management is required to determine the manpower requirements well in advance. It has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in future.

5. Motivation of Human Resources:
The behavior of individuals is shaped by many factors such as education level, needs, socio-cultural factors, etc. that is why, the human aspect of organization has become very important. The workers can be motivated through financial and non-financial incentives.

6. Building Higher Morale:
Right type of climate should be created for the workers to contribute to the achievement of the organizational objectives. By performing the staffing function effectively, management can show the significance it attaches to the personnel working in the enterprise. This will increase the morale of the employees.

FACTORS AFFECTING STAFFING MANAGEMENT
Staffing is basically a dynamic process and it is affected by various external and internal factors.

External Factors:
There are various external factors that affect the staffing process and organization has no control over these factors.

Nature of competition for Human Resources: - In India there is a cut throat competition among organization for hiring managerial talents both fresh and experienced, computer professionals etc. Companies are making campus recruitments and students from reputed institutes like IIMs are being placed on very high packages. Companies are amending changes to retain their good employees and offering a good working environment and salaries.

Legal factors: - There are various legal provisions which affect the staffing policies of an organization. Various acts which provide restrictions to free recruitment are Child Labour Act 1986, Employment Exchange (compulsory notification of vacancies) Act 1959and Mines Act 1952. Also some provisions regarding compulsory employment of certain categories like OBC, SC/ST affects the staffing policies of an organization.

Socio-culture Factors: - Various socio-culture factors affect the staffing process due to which certain jobs are to be given to certain categories of people like our culture prevent the women to be employed on in manufacturing operations involving physical exertion.

External influences:- There are various other elements which exert pressure on organization like political pressure to employ local people or pressure from business contacts.

Internal Factors: -
Size of Organization: - Small organization cannot have same staffing practices which a large organization may have; it may not be able to attract highly talented staff. Even if it tries to do so it may increase the staffing cost.

Organizational Business Plan: - Organizational business plan directly affect the staffing function because it determines the type of personal that may be required in future. On the basis of business plan growing organization may need more staff in the future and declining organization will have to shunt out its staff and stagnating organization will work for retaining its staff. Staffing strategies may be different for these organizations.

Organizational Image: - organization image also affects the staffing practices. Organizational image depends upon facilities to staff for training and development promotional policies, working conditions and compensation incentives etc. if all these factors are positive then organization will attract more candidates.

FINDINGS OR INFERENCES :
While getting the people on board, remember that everything that really matters starts with you, at the top: a commitment to excellence, outstanding service, kindness, courtesy, punctuality, ethics and enthusiasm. And, by the same token, employee engagement — the emotional connection that people have to their jobs and to

the practice for which they work — also starts at the top.

Let your employees know what you expect, Make sure job candidates know your expectations in the beginning, in order to help them decide whether the position is one in which they'll be happy. Two crucial tools for this purpose: written job descriptions and an employee handbook.

Provide your staffs with the actual tools and resources they need, Empower the employee who actually uses the equipment. Allow her to recommend (or buy outright) what's needed. Allowing this "ownership" will make a difference that you won't believe.

Provide opportunities for employees to do what they can do best, As a start, ask employees: "What interests you most?" And "What do you do best?" Their answers may surprise you

Provide compliments, recognition and public pats on the back, systematically start thanking your staff members when they do good work — whether it's one-on-one in person, in the hallway, at a staff meeting, by voice mail, through a written thank-you note, by e-mail, or at the end of each day at work. I guarantee it'll make their day.

Make your practice a "great place to work." Consider such alternative work arrangements as flextime (flexible work hours), compressed work weeks (work longer days in exchange for a shorter week), job sharing (divide one full-time job, for example, into two part-time jobs) and telecommuting. These arrangements help ease the conflicts many employees have between home and work, The possibilities to make work more enjoyable are endless.

Seek staff members' opinions about practice-related issues Schedule a "no-holds-barred" staff meeting, and ask: "What compliments about the practice do you hear most often?" "What complaints do you hear?" "Is there anything that patients have been consistently asking for that we should consider doing?" Again, the answers may, surprise you.

Share your practice mission with employees Schedule a staff meeting around the topic of "What in your opinion matters most in this practice" Have everyone first write their answers to the question, then discuss them, and reach consensus on the topic. It'll keep everyone rowing in the same direction.

Provide feedback to employees about their job performance, Schedule periodic performance reviews with a discussion of the following topics: clarification of job responsibilities, priorities and performance goals; recognition of good work; and strengths and weaknesses of which the employee may be unaware. Such discussions (properly documented) also provide you with important legal protection should a disgruntled employee file a wrongful termination lawsuit.

Increase staff salaries for the right reasons, At a minimum, staff members deserve periodic cost-of-living increases. Offer additional raises if staff members assume additional responsibilities, acquire new skills, progress to the next level in their positions, go the extra mile or garner positive feedback from patients. This compensation model recognizes and rewards achievement — making a statement that you want employees who are hard-working, strive for excellence and take your practice to new levels.

CONCLUSION:

Staffing is the most vital asset with an organization without which it cannot move ahead in the competitive world. It can be equated with HR management as both have some sort of objectives. Staffing is an open system approach. It is carried out within the enterprise but is also linked to external environment.