

job/vacancy of an organisation. These multipurpose application forms are usually general forms with many blanks to fill in.

2. **Scrutiny of application:** Next step is to scrutinise the applications received. The applications received are thoroughly checked as regards the desired and required qualifications and experience.

Candidates not fulfilling desired criteria are sent the rejection letters and those fulfilling the criteria are sent communication for preliminary interview

3. **Preliminary interview:** This interview is aimed to make a general assessment of the candidate. The purpose of the preliminary interview is to generally assess the candidate physically, technically and mentally.

General questions as to qualification, any past experience, aptitude, interest, etc., are normally asked from the candidate. The primary purpose of the preliminary interview is to analyse the qualification vis-a-vis the personality of the candidate. This is an optional step not necessarily taken up by all organisations.

4. **Test:** This is also known as employment test. All candidates possess varied physical, mental and qualification attributes. It may be unfair to assess a candidate only on the basis of interview. Therefore a test is conducted by several organisations to ascertain the level of understanding and knowledge of a candidate.

Tests conducted are of several types and can be classified as below:

[a] **Aptitude Test:** Aptitude means inclination to learn. The test aims at ascertaining the abilities of a person in terms of his inclination which the candidate may develop while learning skills of performing the job(s).

The purpose of this test is to find out that the candidate has required inclination to learn and acquire the necessary abilities when absorbed to perform a job.

[b] **Intelligence Test:** I.Q. implies intelligence quotient. This test tries to ascertain the degree of intelligence a candidate possesses. The test normally contains a long questionnaire wherein

situational problems and objective type questions are required to be answered by a candidate within a specified period of time. Though this is not the conclusive method of determining intelligence level yet it serves as an index to indicate the general level of intelligence.

**[c] Test for decision making or presence of mind:**

In this type of test generally a candidate is placed before the situation where one has to take decision(s). The guidance and ability to take positive decisions indicates the capability of a candidate to take decision depicting his application presence of mind.

**[d] Group discussion:** During this a group of candidates is asked to participate in a discussion or debate. The expression, quality of discussion, use of language, diplomacy and quality of an orator are sought to be measured.

These help to decide as to what extent a candidate can express his mind, convince others, prevail upon others and pacify others. These qualities help

to determine how far a candidate shall be successful in getting the things done from others.

[e] **Achievement or trade test:** This aims at ascertaining the knowledge, skills, proficiency of a candidate claimed in application.

[f] **Dexterity test:** Here the candidate is asked to perform a job physically. The test involves ascertaining practically the skill of a person to perform in real terms.

5. **Cross verification of references:** Prior to finally communicating selection the employer must verify from the references provided as to his credentials, past achievement, education, police record, etc. This checking of references is very useful in ascertaining the correctness of particulars submitted by the candidate

6. **Physical or medical check-up:** Physical or medical check essential as these aim to ensure:

[a] If the candidate possesses the physical standards, e.g., height required by the job.

[b] If the candidate possesses good health and is not suffering from any dreadful or contagious disease.

[c] The candidate has no physical disability.

These check-ups are normally done at Govt. hospitals or by the doctors engaged by the organisation.

7. **Interview:** Interview is conducted after a candidate has passed the test and found to be fit physically. Interview is a sort of oral interaction with candidate to assess his ability.

8. **Communication of selection:** After a candidate has passed all tests, interviews and medical check-up, the selection is communicated. The candidate is required to send the acceptance within the stipulated time. It is only on receipt of the acceptance that the selection is confirmed.

9. **Formal appointment:** On receipt on formal acceptance from the candidate the candidate is required to execute certain documents, e.g., service agreement, indemnity bond, etc. Once these

formalities are completed, the candidate is allowed to join.

1) Recruitment and selection of personnel is one of the vital areas of management. According to Edwin b. Flippo,

Recruitment is the process of searching for prospective employees and simulating them to apply for jobs in the organisation.

2) Selection is the process of logically choosing individuals who possess the required skills, abilities and personality to successfully fill specific jobs in the organisation.

3) The success of an organisation significantly depends on the quality of personnel, which in turn depends on the effectiveness of selection process.

—A right person who is selected will be an asset to the organisation while the selection of a wrong person will mean an unwanted and unavoidable liability to the organisation for ever.

4) The success or failure of an organisation depends not on materials, machines and equipments, but on the efficiency of the personnel.

In the words of Deyner, "Materials, machines and even offices themselves can be replaced and any risks involved can be insured against, but a good loyal team of workers can not be replaced so easily".

§ According to Dr. David Freemantle, "When you select the person, you select a potential contribution to profit". Any amount of time and effort is worth spending in the selection process since employees are the building blocks of the organisation.

Though selection is such an important function, it is not uncommon to find organisations selecting persons purely on the basis of recommendations (of political leaders, bureaucrats, union executives and other influential persons).

Almost all books on personnel management make a mention about selection of personnel based on recommendations as one the methods of selecting personnel.

Loyalty to the organisation, economy, predisposition to accept the work environment etc., are also given as the supporting factors in favour of selection of personnel on the basis of recommendations.

The harmful effects of such a policy will definitely be more serious in nature and will be detrimental to the interests of the organisation. Managers should not be carried away by the wrong notion that those selected on the basis of recommendations and influences would be personally loyal to them.

21 Thirukkural strongly advocates against selection of personnel based on influences and subjective considerations and advises managers to desist from giving consideration to personal loyalty in the selection process

அறிந்தாற்றிச் செய்கிற்பாற்கு அல்லால் வினைதான்  
சிறந்தானென்று ஏவற்பாற் றன்று.

“Wise able men with power invest  
Not by fondness but by hard test”.

Or

“To rely on personal loyalty to knowledge and  
ability to perform is not the way to employ.”

(Verse 515, Thirukkural)

3 There could be no compromise in the selection of personnel and the chief executive or the personnel manager who is in charge of the selection process should bear in mind that the organisation will flourish if selection of

புலவர் அறிவுக்கு உய்க்காமலிவந்து  
அவர்களை உதவித்து, அறிவு அளவின் சிறிதும்



personnel is done on objective rather than subjective considerations and that the organisation will perish if subjective considerations and influences mar the selection process.) issued to the selected candidate confirming his employment.

### **Personnel welfare:**

Employee satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits.

Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allows a company to grow and change positively with time and changing market conditions

Personnel welfare defines as "efforts to make life worth living for workmen". These efforts have their origin either in some statute formed by the state or in some local custom or in collective agreement or in the employer's own initiative.

what the employee's real needs are with the active participation of workers.

- The service should such as can be handled by cafeteria approach. Due to the difference in Sex, age, marital status, number of children, type of job and the income level of employees there are large differences in their choice of a particular benefit. This is known as the cafeteria approach. Such an approach individualises the benefit system though it may be difficult to operate and administer.
- The employer should not assume a benevolent posture.
- The cost of the service should be calculated and its financing should be established on a sound basis.
- There should be periodical assessment or evaluation of the service and necessary timely on the basis of feedback.

In the words of Deyner, "materials, machines and even offices themselves can be replaced and any risks involved can be insured against, but a good loyal team of workers cannot be replaced so easily." Thus personnel management occupies a key position,

A war is won by the involvement of soldiers who fight in the fields. The Generals may provide plans and directions, but without the wholehearted contribution by the soldiers, victory is not possible. This is equally so in any business organization.

In the past the industrialists and the managers believed that their only duty towards their employees was to pay them satisfactory wages.

However, in the course of time, psychological researches proved that workers required something more important, i.e human treatment. Understanding has now been reached that if the management of an organisation care for its employees, the employees will take care of the organisation.

Hence the outlook of present day managers has changed from mere ' Profit through people ' to ' Profit through people, not at the expense of them.

Work force are no longer considered as a mere 'Variable cost' as was considered in the past. On the contrary, work force is now being considered as a prized asset.

The present day personnel managers and HRD managers put forth their objectives as under.

- Workers should be provided with adequate remuneration.
- They should be provided with job security
- They should be provided with increased job satisfaction.
- They should be given facilities for proper training & development.
- They should be provided with proper work environment.
- They should be provided with healthcare and recreational facilities.
- They should be provided with opportunities for advancement etc.

According to Peter F. Drucker, " the proper or improper use of the different factors of production depend of the wishes of the human resources. Hence, besides other resources, human resources need more development. Human resources can increase cooperation, but it needs proper and efficient management to guide it."

Though so much has been said about personnel welfare, if we want to put it in one word, the manager should give top priority to the 'Interests' of the employees.

நாட்டோறும் நாடுக மன்னன் வினைசெய்வான்  
கோடாமை கோடா துவகு.

"Worker straight the world is straight  
The king must look to this aright."

or

"Keep clear in mind the welfare of workers  
whose efforts depend the progress of the world."  
(Verse 520, Thirukkural)

## Staffing:

### Introduction

The foundation of any organisation is the talented and hardworking people, who are the principal assets of any firm. It is an established fact that the growth of an organisation requires the continual infusion of quality staff.

Thus, adequate staffing or the provision for appropriate human resources is an essential requirement for any organisation's success. It is, therefore, believed that an

organization can achieve its objectives only when it has the right persons in the right positions.

## **Nature and Meaning of Staffing:**

(i) Staffing has been described as the managerial function of filling and keeping filled the positions in the organisation structure.

This is achieved by, first of all, identifying requirement of work force, followed by recruitment, selection, placement, promotion, appraisal and development of personnel, to fill the roles designed into the organisation structure. In a new enterprise, the staffing function follows the planning and organising functions.

After deciding what is to be done, how it is to be done and after creation of the organization structure, the management is in a position to know the human resource requirements of the enterprise at different levels.

Once the number and types of personnel to be selected is determined, management starts with the activities relating to recruiting, selecting and training people, to fulfill the requirements of the enterprise.

In an existing enterprise, staffing is a continuous process because new jobs may be created and some of the existing employees may leave the organisation.

The function of anticipating the requirement of persons of specific skills, training them and placing these persons and evaluating their performance is called staffing.

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

### **Need of Staffing:**

Staffing function in any organisation is necessary and needed for following reasons:

1. To properly plan, select, arrange and make available the persons of required qualification and experience.
2. To ensure the availability of the persons of desired qualification and experience.
3. To train and develop the persons for various jobs.
4. To improve productivity and specialisation.

5. To innovate, improve methods, procedures of work.
6. To provide better job satisfaction.
7. To promote healthy employer-employee relations.
8. To improve discipline and motivation.
9. To improve coordination and control.

### **Importance of Staffing:**

In any organisation, there is a need for people to perform work. The staffing function of management fulfills this requirement and finds the right people for the right job. Basically, staffing fills the positions as shown in the organisation structure.

Human resources are the foundation of any business. The right people can help you take your business to the top; the wrong people can break your business. Hence, staffing is the most fundamental and critical drive of organisational performance.

The staffing function has assumed greater importance these days because of rapid advancement of technology, increasing size of organization and complicated behaviour of human beings.



Human resources are the most important asset of an organisation. The ability of an organisation to achieve its goal depends upon the quality of its human resources.

Therefore, staffing is a very important managerial function. No organization can be successful unless it can fill and keep filled the various positions provided for in the structure with the right kind of people. Proper staffing ensures the following benefits to the organisation:

- (i) helps in discovering and obtaining competent personnel for various jobs;
- (ii) makes for higher performance, by putting right person on the right job;
- (iii) ensures the continuous survival and growth of the enterprise through the succession planning for managers;
- (iv) helps to ensure optimum utilization of the human resources. By avoiding overmanning, it prevents under-utilisation of personnel and high labour costs.  
At the same time it avoids disruption of work by indicating in advance the shortages of personnel; and

(v) improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution. Staffing function must be performed efficiently by all organisations.

If right kind of employees are not available, it will lead to wastage of materials, time, effort and energy, resulting in lower productivity and poor quality of products. The enterprise will not be able to sell its products profitably.

It is, therefore, essential that right kind of people must be available in right number at the right time. 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 proper incentives.

### **Process of Staffing:**

Staffing involves ascertaining or planning manpower requirements, selecting persons of requisite caliber, training these persons and placing them at i required jobs. The function of staffing is therefore a continuous function a involves following steps:

1. **Identification of Manpower Requirement:** This step involves assessing the requirement of human resource. In simple terms this step involves estimating advance as to how many persons and of what qualification, expertise experience are required.

Before selecting the persons it is very important estimate the number of persons required, the educational, technical qualification, experience they must possess. Identifying manpower requirements involves two functions:

[a] **Assessing the existing manpower available:** Stock taking of the existing persons employed in terms of their age, experience, qualification and superannuation, i.e retirement, performance, need for any special training is the first step of manpower planning.

This exercise will enable the manager to ascertain if the existing employees are the competent persons when and how many employees shall be required to be employed, where and how many vacancies shall arise.

**[b] Foreseeing demand and estimating supply:**  
Second step of manpower requirement is to foresee or anticipate the demand of persons the organization may require.

Foreseeing demand means estimating in advance how many persons of different qualifications and skills the organisation may require in different departments, e.g., production, finance, marketing personnel, etc., to achieve the departmental and overall organization objectives.

This step also involves evaluating if the required persons shall be available and, if so, to what extent. Moreover, foreseeing demand and supply keeps changing due to:

- i. Business growth
- ii. Increased objectives and
- iii. Other external factors

Forecasting demand due to growth, diversification, increased targets or other external factors make it necessary to appraise afresh the manpower requirement. The requirement can be filled either by

fresh appointments, promotion interdepartmental, transfer or by training the existing- personnel.

2. **Recruitment:** This involves searching the prospective employees. There are several, sources of recruitment which are internal as well as external sources. This function of staffing is being discussed in detail in a separate chapter.

3. **Selection:** Selection means choosing the best out of the candidates screened. Selection: Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.

Even in case of highly specialised jobs where the choice space is very narrow, the rigour of the selection process serves two important purposes:

- (i) it ensures that the organization gets the best among the available, and
- (ii) it enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organisation. The rigour involves a host of tests and interviews, described later. Those who are able to successfully

negotiate test and the interviews are offered an employment contract, a written document containing the offer of employment, the terms and conditions and the date of joining.

**4. Placement and Orientation:** Joining a job marks the beginning of socialisation of the employee at the workplace. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues.

He is taken around the workplace and given the charge of the job for which he has been selected. This process of familiarisation is very crucial and may have a lasting impact on his decision to stay and on his job performance.

Orientation is, thus, introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation.

Placement refers to the employees occupying the position or post for which the person has been selected.

**5. Training and Development:** What people seek is not simply a job but a career. Every one must have

the opportunity to rise to the top. The best way to provide such an opportunity is to facilitate employee learning.

Organisations have either inhouse training centers or have forged alliances with training and educational institutes to ensure continuing learning of the employees.

The organizations too benefit in turn. If employee motivation is high, their competencies are strengthened, they perform better and thus, contribute more to organizational effectiveness and efficiency.

By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people. In most organisations there is a separate Human Resource Department, which takes care of the staffing function.

But in small organisations the line manager is required to perform all the functions of management viz. planning, organising, staffing, directing and controlling. The process of staffing will then include three more stages.

**Performance Appraisal:** After the employees have undergone a period of training and they have been on the job for some time, there is a need to evaluate their performance. All organisations have some formal or informal means of appraising their employee's performance.

Performance appraisal means evaluating an employee's current and/or past performance as against certain predetermined standards. The employee is expected to know what the standards are and the superior is to provide the employee feedback on his/her performance.

The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback

**7. Promotion and career planning:** It becomes necessary for all organisations to address career related issues and promotional avenues for their employees. Managers need to design activities to serve employees' long-term interests also.

They must encourage employees to grow and realise the full potential. Promotions are an integral part of



people's career. They refer to being placed in departmental positions of increased responsibility. They usually mean more pay, responsibility and job satisfaction.

8. **Compensation:** All organisations need to establish wage and salary plans for their employees. There are various ways to prepare different pay plans depending on the worth of the job.

Basically the price of the job needs to be determined.

Compensation, therefore, refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations.

Direct financial payments are of two types. They are,

Time based and performance based. A time based plan means salary and wages are paid either daily, weekly or monthly or annually. Performance based plans means salary/wages are paid according to piecework. For example, a worker may be paid according to the number of units produced by him/her.

The concept of 'right man for the right job' has brought out by Thirukkural in simple terms.

இதனை இதனான் இவன்முடிக்கும் என்றாய்ந்த அதனை அவன்சண் விடல்.

"This work, by this, this man can do  
Like this entrust the duty due."

Or

"Select a person with qualities required to accomplish the kind of job and then entrust job to him."  
(Verse 517, Thiruk



Assured this man will do  
Leave it to him.

இப்போதாவது இப்போதாவது இப்போதாவது  
புது செய்தியை இப்போதாவது

புது செய்தியை இப்போதாவது