CHAPTER TWO

HUMAN RESOURCE MANAGEMENT IN RECORDING STUDIOS

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CHAPTER 2

HUMAN RESOURCE MANAGEMENT

IN RECORDING STUDIOS

2.1 Meaning of Human Resource Management

J. Storey has defined Human Resource Management as ‘A distinctive approach to employment management which seeks to obtain competitive advantage through strategic development of a highly committed and skilled workforce, using an array of cultural, structural and personnel techniques.

The National Institute of Personnel Management (NIPM) has defined Human Resource Management as, ‘The part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well being of the individuals and of working groups, to enable them to make their best contribution to its success’
2.2 Characteristics Of HRM

1. HRM is a people oriented approach. One of the major activities of HRM is to explore and promote potentials in individuals so that they can contribute their best to achieve all types of goals-individual, group and organizational.

2. It is a continuous process and considers people’s aspirations, desires, requirement, and expectation, on continuous basis.

3. HRM makes people dedicated, satisfied and happy through formulating, implementing effective HR policies, programmes, and an application of employee cum management approach and practices.

4. HRM improves the quality of employees through satiation of their basic economic needs and also higher psychological needs.

5. Customer satisfaction is the key word and by delivering quality products or services at lowest possible price. This ensures continuity, growth and development of the organization and creates goodwill in the competitive market.

2.3 Objectives Of HRM

HRM is not separate from the management functions and the principal objective of HRM is to achieve organizational goals through managing and development human resources.
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**Fig. 2.1**
2.4 Importance Of HRM

2.4.1 Providing right individuals to the organization in terms of needs
HRM, through Human Resource Planning method, identifies requirement of personnel for different departments/sections and supplies the right number and kind of people selected carefully by the experts, to the indenters of the organization.

2.4.2 Ensuring quality products/service
There has been aggressive competition amongst companies in the market resulting in creation of such a situation that makes availability of quality goods and services at rationally cheaper prices. It is possible for the organization to produce quality products or provide excellent customer service only when people at work are dynamic and committed to work and organization. HRM makes the people dynamic and dedicated through its HR policies, programmes and practices etc.

2.4.3 Creating a new worker's community to face the challenges
HRM acts as a change agent and develops mindsets of the workers appropriately so that they can face challenges.

2.4.4 Improving quality of work life to achieve individual and group goals
HRM policies are designed with an aim to improve quality of working life of the employees so as to develop a sense of belongingness, increase
satisfaction in work, enhance empowerment, responsibility, an in the process, employees feel that the climate existing in the organization inspires them to achieve their individual goals as also group goals.

2.4.5 **Ensuring equity, justice to create conducive climate of the organization**

HRM policies are framed to provide compensation benefits, incentives, fringe benefits, and also to settle disputes as per grievance procedure.

2.4.6 **Ensuring a state of empathy**

HRM helps to bring people closer and establish ties between the employees and management.

2.4.7 **Developing the abilities of the employees**

HRM makes the organization a learning organization where systematic and continuous training programs are conducted to augment the skill of the employees

2.4.8 **Developing psychological strength of the employees**

The company policies and approach can help to develop the psychological strength of the employees in which HRM plays an important role.
2.4.9 Developing Communication Channel

HRM initiates open communication channel to make the people transparent in their activities, rights as well as also their responsibilities so that, they can perform their assigned task effectively and efficiently.

2.4.10 Placing human value as assets

HRM treats the employees as resource/assets and accepts its value as the one, which cannot be compared with any other resource and thus its significance.

2.5 Functions Of Human Resource Management

The functions of HRM can be classified into two categories viz.

I Managerial Functions

II Operative Functions

I. Managerial Functions: -

Managerial Functions or H.R.M involve planning, organizing, directing and controlling. All theses functions influence the operative functions.

II. Operative Functions: -

The operative functions of H.R.M are related to specific activities of H.R.M
These include

1. Employment & Recruitment
2. Training / Development
3. Wage & Compensation
4. Welfare & HR Maintenance

**Functions of Human Resource Management:**

**Managerial functions**
- Planning
- Organizing
- Directing
- Controlling

**Operative functions**
- Procurement
  - Job analysis
  - Human resources planning
  - Recruitment
  - Selection
  - Placement
  - Induction
  - Transfer
  - Promotion
  - Separation
- Development
  - Performance appraisal
  - Training
  - Executive Development
  - Career planning & development
- Compensation
  - Job evaluation
  - Wage & salary administration
  - Bonus & incentives
  - Payroll
- Integration
  - Motivation
  - Job satisfaction
  - Grievance redressal
  - Collective bargaining
  - Conflict management
  - Participation of employees
  - Discipline
- Maintenance
  - Health
  - Safety
  - Social Security
  - Welfare schemes
  - Personnel Records
  - Personnel research
  - Personnel audit

Fig 2.2
The Managerial Functions include: -

[A] Planning: -

It is a predetermined course of action. Planning is determination of personnel programmes and changes, well in advance that could chip in to the organizational goals. In other words it involves planning of human resources, requirements, recruitment, selection, training etc. It also involves an estimation of personnel needs, the changing values, attitudes and behaviour of employees and their impact on organization.

[B] Organizing: -

An organization is a structure and a process by which relationships are identified between persons and incorporated towards achievement of common objectives. Organising is major function, which contribute to the attainment of company goals.

[C] Directing: -

The execution of the plan becomes crucial after completing planning and organizing. The basic function of HR management at any level is motivating, commanding, leading and activating people. Proper direction helps to secure effective cooperation of employees.
Thus direction is an important managerial function, which not only promotes sound industrial and human relations but also secures employee contributions in the process.

[D] Controlling: -

It is necessary to verify if all is achieved as desired and forecasted. Controlling involves checking, verifying and comparing of the actual plans, identification of deviations if any and correcting the same. Thus the actions and operations are adjusted according to the predetermined plans and control.

The Operative Functions include: -

1. **Employment / Recruitment**

It is the first operative function of HRM. Employment is concerned with securing and employing the people, possessing the required kinds and levels of human resources that is necessary to achieve the organizational objectives. It includes job analysis, human resource planning, recruitment, selection, placement and induction.
[A] Job Analysis: -

It is the process of study and collection of information relating to the operations and responsibilities of a specific job. For this, preparation of job description, job specification, job requirements and employee specification is needed. This will help in identifying the nature, levels and quantum of human resources.

[B] Human Resource Planning: -

It is a process of determination and assuring that the organization will have an adequate number of qualified persons, available at proper times, to perform the jobs to meet the needs of the organization and at the same time to provide contentment for the individuals involved.

It involves:

(i) Estimation of present and future requirements and supply of human resources in the organization.

(ii) Calculation of net human resources requirement based on present inventory of human resources.

(iii) Taking necessary steps to develop the strength of existing employees in the organization to meet the future HRM needs.
[C] Recruitment: -

It is the process of searching for prospective employees and stimulating them to apply for jobs in an organization. It deals with: -

(i) Identification of the existing sources of applicants and developing them.

(ii) Creation or identification of new sources of applicants.

(iii) Stimulating the candidates to apply for jobs in the organization.

(iv) Striking a balance between the internal and external sources

[D] Selection: -

It is the process of ascertaining the qualifications, experience, skill, knowledge etc. of an applicant with a view to judge his/her suitability to a job appraising. This function includes: -

(i) Framing and developing blanks application forms.

(ii) Creating and developing valid and reliable tests.

(iii) Checking for references.

(iv) Setting up medical examination policy and procedure.

(v) Sending letters of appointment or rejection.

(vi) Employing the selected candidates who accept the appointments.
[E] Placement: -

It is the process of assigning the selected candidate with the most suitable job in terms of job requirements. This function includes: -

(i) Counselling the functional managers with respect to placement.
(ii) Conducting a follow up study, appraising the employee performance to verify the efficacy of job analysis

[F] Induction & Orientation: -

Induction and orientation are the techniques by which a new employee is rehabilitated in the changed surrounding and introduced to the practices, policies, purposes and people etc. of the organization. It includes: -

(i) Orientation of the employee about the company philosophy, objectives, policies, career planning and development.
(ii) Introduction of the employees to the concerned people such as peers, supervisors and subordinates.
(iii) Understanding and moulding the employees' attitude.

2. Development

It is the process of imparting the employees the technical and operating skills and knowledge.

(A) Job Rotation: -

It is the process of placing employees in the same level jobs where they can be utilized more effectively in consistence with their
potentialities and needs of the employees and the organization. It also deals with:

(i) Developing transfer policies and procedures.
(ii) Guiding employees and line management on transfer policies.
(iii) Evaluating the execution of transfer policies and procedures.

(B) Promotion:

It deals with upward reassignment given to an employee in the organization to occupy higher position, which commands better status, and pay keeping in view the human resources of the employees and the job requirements. It deals with:

1. Formulation of equitable, fair and consistent, promotion.
2. Advising line management and employees on matters relating to promotions policies.
3. Evaluating the execution of promotion policies and procedures.

(C) Demotion:

It deals with downward re-assignment to an employee in the organization. It deals with:

1. Developing equitable, fair policies and procedures of demotion.
2. Advising managers on matters concerning demotion.

3. Wage and Compensation

This is the process of developing and operating a suitable wage and salary programme.
It covers the following:

1] Conducting wage and salary survey in different organisations.

2] Determining just wage and salary rates based on various factors.

3] Administering wage and salary programmes


[A] Incentives:

It is the process of formulating, administering and reviewing the schemes of financial incentives in addition to regular payment of wages and salary.

It includes

1. Formulating incentive payment schemes

2. Helping the functional managers on the operation

3. Reviewing them from time to time to evaluate effectiveness.

[B] Bonus:

It includes payment of statutory bonus according to the payment of Bonus Act and its latest amendments.

[C] Fringe Benefits:

These are the various benefits in addition to the wages or salaries provided to motivate the employees, which include housing, educational facilities, canteen facilities, recreational conveyance, medical and other welfare facilities.
[D] Social Security Measures:

These include the workmen’s compensation fund, maternity benefits, retirement benefits, etc.

4. HR Maintenance & Welfare

It is imperative to retain the employees, as it’s a waste of time and money in recruiting new ones. The efforts made to maintain the employee is called as HR maintenance.

1. Employee Turnover

This is the rate of employees leaving the job. It affects the productivity of the organisation and the spirit of teamwork. All efforts must be taken to reduce the employee turnover in the organisation.

2. Job Satisfaction

This is what attracts an employee to a particular job. If the employees enjoy their job, they are less likely to leave the organisation and can handle all elements of work and pressure in the organisation.

3. Retention policy

It is the policy that is implemented to increase the level of satisfaction amongst the employees, in scenario of tough competition. The organisation tries to motivate its employees and introduce policies to minimize turnover.
2.6 Scope Of HRM

**Control:**
- Human resource audit
- Human resource accounting
- Human resource information system

**Acquisition:**
- Human Resource Planning
- Recruitment, selection
- Placement

**Maintenance:**
- Remuneration, Motivation, Health and Safety
- Social Security, Industrial Relations
- Performance Appraisal

**Development:**
- Training, Career development,
  Organization Development
- Internal Mobility

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Fig 2.3
2.7 **Basic Principles Of HRM**

According to Winstanley and Stuart-Smith, HRM is an activity that looks to 'people-interest' in the organization, and is based on *four principles:* -

- Respect For The Individual
- Mutual Respect
- Procedural Fairness
- Transparency

2.8 **Human Resource Planning**

2.8.1 Meaning Of HRP

Bulla and Scott have defined HRP as 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'.

- HRP is an activity process relating to human resource requirement.
- It ascertains the number of people required.
- It identifies the skills people should possess.
- It plans for development of people at the right time and at the right places.
• It is a strategic planning formulated on the basis of business strategy of an organization.

Strategic Human Resource Planning is an approach that develops a linkage between Human Resource and the overall strategies of the organisation for achieving its goals & objectives. Human Resource Planning means deciding the number & type of the Human Resource required for each job, unit & the total company for a particular time frame in order to carry out organizational activities.

Human resources are motivated to the maximum & possible extent in order to achieve individual & organizational goals. An organization’s performance & resulting productivity is directly proportional to the quantity & quality of its Human Resource and utmost care is taken to strike that balance.

2.8.2 Personnel needs are forecasted, reflecting these factors: -

1. Projected turnover
2. Quality and skills of your employees
3. Strategic decisions to upgrade the quality of products or services
4. Technological and other changes resulting in increased productivity
5. Financial resources available to your department.

Various methods are used to forecast employment needs
2.9 Recruitment & Selection

2.9.1 Meaning of Recruitment

Recruitment is defined as a process of searching out the prospective employees and stimulating them for offering candidates for the job in the organization.

2.9.2 Objectives of Recruitment

Organizations initiate recruitment process to fulfil the following objectives.

- To provide best available personnel
- To help to ensure uninterrupted running of the organization

In these days of stiff competition organization needs people with different types of skill, knowledge, abilities, values, attitudes, experience to meet up requirement of various departments, so that the organization functions smoothly and efficiently.
To facilitate TQM in the organization

Recruitment system helps the organization to make a ‘quality driven employee community’ so that Total Quality Management can be successfully implemented in the organization.

2.9.3 Procedure of Recruitment

Recruiting is a process of locating, identifying and attracting talented, capable and deserving applications for jobs available in an organization.

Recruitment process comprises of the following five steps.

1. Recruitment Planning
2. Strategy Development
3. Searching
4. Screening
5. Evaluations and Control

2.9.4 Steps in recruitment and selection process

![Diagram of recruitment and selection process]

Fig 2.4
2.9.5 Methods of recruitment

Recruitment methods differ from the sources of recruitment. The former is the means of establishing links with the prospective candidates; the latter is the location where the prospective employees are available. Dunn and Stephen have broadly methods classified methods of recruitment into three categories. These are:

1. Direct method
2. Indirect methods
3. Third Party method

2.9.6 Selection

To select a candidate means to finally choose the right candidate from the many applications received in the recruitment. It is a process in which the candidates for employment will be divided into two categories; those will be given employment and those that will be rejected.

The selection process aims at matching the applicants with job requirements and choosing the most suitable candidate.

It is sometimes considered as a negative process because it eliminates some candidates from being chosen to perform the job and picks those candidates, which are most competent for the job.
2.9.7 Steps in selection process

- Reception of Applications
- Preliminary Interview
- Application Blank
- Psychological Tests
- Interview
- Background Investigation/Reference Check
- Final Selection by Interviewers
- Physical Examination
- Placement

Fig-2.5
2.10 Job Analysis

2.10.1 Meaning

Job analysis is the process of careful observation of a job and collecting, recording and analysis of all pertinent information to make the management enable to use the information effectively.

2.10.2 Job Evaluation

Job evaluation is a systematic process that determines the relative worth of jobs within an organization. Employees in an organization perform various types of jobs. Some are different in respect of efforts, duties and skill.

2.11 Employee Training

2.11.1 Meaning

Training is an important activity in any organisation. The methods and procedures may differ from person to person or from organisation to organisation but the basic principles and objectives remain the same. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart & Patrick M. Wright defined training as ‘a planned effort to facilitate the learning of job related knowledge, skills and behaviour by employees.’

2.11.2 Features

- Training is a planned and systematic activity.
- Training helps an individual to develop his core competencies, and
aptitude and moulds their attitude, beliefs, values and personality.

- Training helps to achieve individual goals, group goals and organizational goals.
- Training helps to create a congenial and conducive environment.
- Training helps people to perform their present job most effectively.
- Training facilitates learning.

2.11.3 Objectives of Training

- A systematic, planned training programme helps the employees to improve their knowledge, skill abilities.
- Training helps to impart skill, knowledge, in the new recruits and moulds their attitudes, beliefs, and mindset. It also acquaints them with policies, norms, rules, and helps them to adjust to the new environment, culture of the organization.
- Training helps the employees to grow and develop with the organization in tune with all facilities provided to them in the organisation.
- Training makes people realise the value of customer satisfaction and thus the importance of effective customer relations.
2.12 Importance of Human Resources In Recording Studios

When designing the studio, what must be kept in mind, is that, the studios exist to capture artistic performances and anything the studios can positively contribute to those performances is desirable.

The recording equipment is a product of the technology. Studio design involves art, technology and science in harmony to produce music. But in the final analysis, it is the human element that assesses the recording studio success, and the human element, that drives it.

Different artists have different requirements. Some prefer small places and more privacy to perform: others more space.

Even the technicians working in the studios have different needs and these must be too considered to create a better output.

Studio design thus contains fair amount of psychology, and the design must extract the best from all involved in the process as a team.

Recording is a very human process and many times individuals are only interested in knowing not how the mikes or speakers work but how it works for them.

Every individual wants to hear from a recording, what they want to hear for their own purpose and thus a rapport between the artist and the recordist becomes imperative.

Hence a potentially great studio may develop a bad reputation due to the incompetence of its staff and owners.
No studio is in itself good. How it delivers will depend on the expertise, experience and personalities of its staff. This attests the importance of human resources in the recording studio.

2.13 **Staffing And Responsibilities**

The staffing requirements for a small television / film studio depends on the type of production and the scale of the operations involved.

**The Studio Crew**

2.13.1 **DIRECTOR**: In overall control, he is responsible for realizing the programme within the specified time schedule. His work includes direction of the technical crew, vision mixer and the artists.

2.13.2 **PRODUCTION ASSISTANT**: In the studio she assists the director by calling ‘shot’ numbers on a scripted programme, cueing facilities and timing of programme items.

2.13.3 **VISION MIXER (SWITCHER)**: Operates the vision-mixing panel. Often on small productions the director may do this himself.
2.13.4 FLOOR MANAGER: The director’s linkman on the studio floor. He relays instructions to the artists, and is responsible for good studio floor discipline.

2.13.5 TECHNICAL DIRECTOR: Responsible for the technical and artistic quality of the studio output. He heads the operational crew and may be directly concerned with production lighting.

2.13.6 VISION CONTROL: Responsible for the operation of the lighting console and the pictorial matching of picture sources.

2.13.7 SENIOR CAMERAMAN: Responsible for his camera crew’s work including the training of new staff.

2.13.8 CAMERAMEN: Operation of studio cameras.

2.13.9 CAMERA ASSISTANTS: They assist on the studio floor with cameras, cables, rigging of the cameras, monitors etc.

2.13.10 SOUND CONTROL: Responsible for all aspects of the production’s sound coverage. This includes the operation of the sound-mixing desk, placing of microphones, supervising and training of sound assistants.
2.13.11 SOUND ASSISTANTS: Rigging of sound equipment operating microphone booms operating audiotape and gram machines.

2.13.12 TELECINE OPERATOR: To operate and maintain telecine machine.

2.13.13 VIDEOTAPE OPERATOR: To operate videotape equipment.

2.13.14 STUDIO ENGINEERS: Alignment and maintenance of the technical facilities in the studio.

2.14 Technical Faculties

In the whole process of filmmaking there are 4 main technical faculties at work-

- Direction
- Motion Picture
- Photography or cinematography
- Editing & Sound or Audiography

Focusing mainly on the audiography, there are again 3-4 main specializations in sound itself: -
2.14.1. Song/Music Recording

Songs in feature films are a very integral part of Indian cinema. We have this unique tradition of having at least a dozen songs in our mainstream films. This is often the first stage of a film entering into production.

Specialized music recording studios provide the technical facilities to record songs and music. The songs are then played back on location where pretty face mime and dance to playback singers’ voices and the choreographers’ steps.

Music studios are often not just restricted to recording songs for films, but also for music albums, jingles for advertisement films, television and radio programs.

2.14.2 Location Sound Recording

This is when the sound recordist is physically there on location along with the shooting crew to record ‘location sound’. For fictional or feature films, where the dialogues and incidental sounds pertaining to the respective scenes are going to be used, these sounds are recorded on professional recorders, headphones, microphones, mixers and other relevant accessories.
In cases where it's not possible to use location sound, dialogues are ‘dubbed’ in dubbing studios and situational sound effects created artificially to give the scene an added dimension.

A very basic example could be, if the actor is shown in a room, the sound effect of a sea with seagull calling, in a created perspective, could give the impression that the character is in a house by the sea. In reality his close-ups were probably shot in a place far away from any sea.

One has to create ‘follies’ or ‘sync effects’ which means adding footsteps, body falls, doors/windows opening/shutting etc. wherever needed.

2.14.3 Dubbing, Folly & Background Music/Film Score Recording

The term ‘Post-production’ is that stage of the film where the shooting stops and the editing begins. The Editor then starts to sort out the ‘ok takes’, lines them up from a very random shooting schedule to wherever the respective scenes or shots are to be placed and then proceeds to give the film its final shape.

After the ‘final cut’, the sound department again moves in. This stage is now called the ‘Sound Post-Production’. This is when the dubbing, follies and the ‘background score’ is recorded.
2.14.4 Film Mixing or Re-Recording

This is where all the individual ‘tracks’ like the dialogue tracks; effects tracks and music tasks are consolidated and with respect to the visuals, mixed together in the studio.

This is the most critical stage in sound, where all the tracks are put in the right perspective to create a desired effect. It is an extension of a very creative process called Sound Designing.

As a recording engineer specialising in Music Recording, it is very important to know music. The main job of the engineer is to take away the entire technical headache from the composer or music producer.

His job is to deliver and often surpass the expectations of the music director where it should compliment and enhance the music director’s song.

Ironing out problem areas are, for example, correcting the pitch and tempo of singer and musicians, cleaning unwanted material etc. All this is part of a process called Mixing.
As a recording engineer it becomes necessary to choose the right type of studio, the right type of equipment- like microphones, signal processing equipment or softwares that are needed to be incorporated in the recording. These enable him to bring about an optimum quality in his work. [Source: Education Times. Jan 1 2007 Biswadeep Chatterjee]