CHAPTER - 3

STAFFING

Once the goals are laid down and a suitable organization structure is developed, the next function of management is staffing. Human resources are the most valuable of all assets for an organization. As a result management of human resources has become a vital area of management. Staffing is also known as Personnel Management or Human Resource Management. The personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel of the organization for the purpose of contributing towards the accomplishment of that organizations major goals and objectives. Therefore personnel management is planning, organizing, directing and controlling of performance of those operative functions.

ELEMENTS OF STAFFING

Manpower Planning:

Determination of the manpower needs in terms of the number and quality of the people required is the first step in the process of staffing. It is known as manpower planning or human resource planning. “It is the process by which the firm ensures that it has right number of people and right kind of people at right places and in right time, doing things for the organization”. Manpower planning is the process of forecasting needs for manpower and developing appropriate policies and programmes to meet the needs.

Recruitment:

Once the manpower requirements are determined, the process of recruitment begins. Recruitment is the process of identifying the sources of potential employees and encouraging them to apply for jobs in the organization. The term recruitment is the process of attracting potential employees to the company.
1. Sources of Recruitment:
   - Internal Sources
   - External Sources

Internal Sources consists of filling up of vacancies from within the organization through promotion and transfer of existing staff.

External Sources consist of the following:
   - Advertising
   - Employment Exchange
   - Educational Institutions
   - Unsolicited applications
   - Contacts through present employees
   - Private Agencies
   - Leasing
   - Professional bodies
   - Recruitment at the gate

Selection:

Once an adequate number of applicants are secured through different sources of recruitment, the process of selection begins. Selection is the process of carefully screening the candidates who offer themselves for appointment, so as to choose the most suitable persons for the jobs that are to be filled. It is the process of weeding out unsuitable candidates. It is for this reason that selection is often described as a negative process in contrast with the positive nature of recruitment.
Selection procedure

- Preliminary interview
- Filling up the application blank giving full information about the candidate.
- Selection test
- Employment interview
- Checking of references
- Physical examination
- Final approval and placement.

Orientation / Induction:

This refers to the activities involved for introducing the new employees to the organization and its policies, procedures, rules and regulations. When a new employee reports for work he must be helped to get accommodated and adjusted with the work environment and fellow employees. Orientation is basically a socializing process by which an organization seeks to make an individual its agent for the achievement of its objectives.

Training:

It is the act of increasing the knowledge and skills of employees required for doing a specific job. On the other hand development involves growth of an individual in all respects. Training is job centered whereas development is career bound.

Advantages of Training:

- Trained Employees will give better performance on the job.
- Well trained employees will make better use of the resources of the organization
- Training builds self-confidence and increases the job satisfaction of the employees.
Trained employees need less guidance therefore needs for supervision is reduced.

Generally trained employees are less accident prone than untrained ones.

Methods of Training:

- On the job methods.
- Off the job methods.
- Vestibule training
- Apprenticeship training

On the job training:

It is learning by doing. The training takes place for the real job situation. The different methods of on the job training are:

1. Coaching: The superior plays the role of the guide and the teacher of the trainee.

2. Understudy: The trainee is attached with the senior and is called as understudy or apprentice. The trainee learns by observing and imitating the superior.

3. Job rotation: here the trainee is rotated through a series of related jobs or positions.

4. Special Projects and task forces: Under this method the trainee is assigned a project closely related to his job. The trainee learns by performing the special assignment.

5. Junior Boards / Multiple Management: The Junior board of executives is constituted. Here the executives discuss the real life problems debate different viewpoints and take decisions. The participants learn comprehension, analysis and decision making.
Off the job training:

The different methods of off the job training are

1. Special courses and lectures: Companies sponsor their employees to attend special courses and lectures.

2. Conferences and seminars: A conference provides a common platform for intensive group discussion and allow the participants to look at the problem from different angles.

3. Case study method: A case is typically a record of all actual business issues, which has been faced by business executives together with surrounding facts options and prejudices, upon which executive decision had to depend. The case is presented to the trainee for discussion and analysis.

5. Role-play: Here two or more trainees spontaneously act out or play a role in an artificially created situation. They act out the given roles as they would be playing in real life situation. They are informed of the situation and the roles they are expected to play.

6. Sensitivity or T Group Training: Here a small group meets for an unstructured situation. There is no plan / schedule, no agenda and other inhibitions. The members of the group are allowed to communicate with each other freely so that each can gain an insight of his behaviour as others see it. The trainees are encouraged to probe their feelings and abilities and building interpersonal relationships.

7. Management Games: here an actual business situation is presented as a model. The participants compete with each other to analyse the problem and to take decision.
8. In basket exercise: it contains a number of correspondence each of which poses a problem. The trainees study the document in the basket and are required to solve each problem with in a specified time period.

9. Vestibule Training: Training is given in a place, where working conditions are created which is similar to the actual working conditions.

10. Apprenticeship training: It is for acquiring skills in a particular craft or a trade. The government of various countries has passed laws for apprenticeship training.

☆ Wage and salary administration: The main objective is to control costs, to establish a fair and equitable salary structure, to utilize the wage and salary device as an incentive to greater employee productivity and to maintain satisfactory public relations image.

☆ Industrial Relations: The relationship between employers and employees and trade unions are called as Industrial Relations. Good industrial relations lead to industrial peace, which is necessary for better and higher production.

Various personnel management concepts can be found in Valmiki's Ramayana.

Training consists of learning basic skills and knowledge required for a particular job. Education is broader in scope and more general in purpose. It involves increasing general knowledge and understanding of the total environment. Development consists of all round growth of the individual. The four brothers viz Rama, Laxmana, Bharatha and Shatrugna were educated on sound lines so that they could become the future protectors of the society. Their learning was great and the great Vasishtha himself taught them. This is similar to the modern management concept of training by the coaching method. They were always trained by great teachers. They were versed in Vedas, Vedangas and other branches of knowledge. Equal importance was given to their physical education. The four brothers became experts in archery, horse riding, elephant riding and
in the manoeuvre of chariots. Especially Rama used to spend his time with elders who would teach him the ways of the world. Rama was equally proficient in fine arts. Rama could play the veena and the flute. Besides he was an expert in judging the quality of sculptures and other arts.

Educating the whole personality was what was given to Rama, Laxmana, Bharatha and Shatrugna. The modern management concept of training can be found in the Bala Kandam. The great Rishi Viswamitra visits King Dasaratha and requests him to send Rama with him for ten days. Rama had to take care of the yaga, which Viswamitra had undertaken against the Rakshasas Maricha and Subahu who were polluting the yaga. Even though Viswamitra himself could have destroyed the evildoers, he was not able to do so as he had undertaken the Diksha² for yaga and had to control his anger. Though Dasaratha was unwilling to send Rama initially, sage Vasishta convinces Dasaratha that Viswamitra sought the service of Rama in order to give him training for the great work for which Rama was born. As Laxmana was the other half of Rama, both Rama and Laxmana were sent along with sage Viswamitra. Viswamitra’s insistence on Rama being sent indicates that institutional training of the youth is far superior to domestic training. Change of environment during youth broadens the mind and sharpens the intellect. Besides it adds to the knowledge and trains the youth for adaptability and equips him for life.

On the first day, Rama Laxmana and Viswamitra stayed on the banks of the river Sarayu. It is here that the first training was given by Viswamitra to Rama. Two mystic formulae known as Bala³ and Athibala⁴ were taught to the royal pupils. Bala and Athibala were the daughters of Bramha. ⁵ Strength and great strength were the meaning of the physic forces by the use of which man could withstand fatigue, hunger and thirst. In modern management, training is given to the right person for the right job. Likewise sage Viswamitra pointed out to Rama that he was worth of learning the mantras Bala and Athibala. Besides training must be given methodically.
Similarly the mantras Bala and Athibala were taught to Rama by Viswamitra methodically. Viwamitra asked Rama to fill his palms with water, meditate on the lord and then learn the mantras. The royal pupils (i.e.) trainees then paid their respects to the guru (i.e.) the trainer. On the job training is very popular in modern times. Here the training is given on the job itself. Rama’s killing of Tatakā in the Tatakā Vana in the Bala Kandam was his first experience with evil. The great guru Viswamitra and the royal pupils Rama and Laxmana reached the dense forest, which was once very fertile and well populated. Tatakā a yaksha by birth had the strength of 1000 elephants. In course of time she married Sunanda, the son of Jarjara and gave birth to a son by name Maricha.

After Sunanda’s death Tatakā’s behaviour underwent a change and because of the curse of sage Agastiya She became a terrible Rakshashi living on human flesh. Viswamitra clearly indicated to Rama that the very purpose of bringing Rama to Tatakā Vana was to slay Tatakā and Rama was the fit person for that job. For the sole purpose of protecting the hermits, the good human beings and destroying evil, Rama had to kill Tatakā. The reply given by Rama clearly indicates the modern management concept that the trainee must follow the instructions given by the trainer. Rama’s reply that since Viswamitra had given a command, it had to be obeyed is similar to the management concept that the orders given by the trainer must not be disobeyed. Modern methods of training on the job consist of methods like experience (i.e.) learning by doing, coaching, special projects and task forces etc. All these various methods can be found in the incident of Rama killing Tatakā.

Rama’s killing of Tatakā pleased Viswamitra, which resulted in Viswamitra’s giving further training to Rama in the use of all the divine astras. An astra is nothing but a missile or a weapon. The manner in which the astra should be invoked, the manner in which the astra should be dispatched and the manner of withdrawing the astra were clearly taught by Viswamitra to Rama. Viswamitra asked Rama in turn to teach the
astras to Laxmana. Viswamitra gave time to Rama and Laxmana to get used to the possession of the astras.

Merit rating or performance appraisal is an important aspect of staffing. Merit rating of an employee is the process of evaluating the employee’s performance on the job in terms of the requirements of the job. When Rama forged a friendship with Sugreeva, Sugreeva had his own doubts about the capacity of Rama. This is because Sugreeva was very much afraid about the strength of Vaali, realising this, Laxmana asks as to what Rama should do to prove his strength to Sugreeva. This is nothing but an appraisal of the performance. Sugreeva mentions that there are two tests for Rama. The first test was that Rama should lift the skeleton of Dundhubi with one foot and fling it to a distance of 100 Bows. Rama demonstrated his powers instantly by lifting the skeleton of Dundhubi rakshasa with his toe and throwing it to a distance of 10 Yojanas. Sugreeva was not convinced with this test alone as Dundhubi’s body was now a framework of bones. The second test was that Rama should pierce one of the Sala trees with a single arrow. Rama’s arrow streaked thought the air and pierced all the seven Sala trees and entered the earth. After splitting the ground, it came back to the quiver of Rama and rested there. Sugreeva praised Rama in glowing terms to make up for his impertinence in doubting Rama.

One of the most important principles of personnel management is the principle of Scientific Selection. The right man should be selected for the right job in order to avoid wastage of resources and to increase the productivity of the employees. In the Yuddha Kandam, when the entire army of Rama was suffering from the rain of Indrajith’s arrows, Jambavan points out to Vibishna that if Hanuman was alive the entire army could be saved. This was because Hanuman was very powerful and could succeed in any task. Being the right person for the right job, Jambavan tells Hanuman to bring the healing herbs from the Oshadhi Parvatha, and these herbs could bring the dead back to life, and heal all the wounds.
Notes and References


2. Diksha – consecration for a religious, ceremony, Initiation.

3. Bala – One of the two incantations taught to Rama.

4. Athibala – One of the mantras taught by Viswamitra to Rama, which had the power to rid the knower of fatigue, thirst or hunger.

5. Brahma – The creator, one of the Trinity

6. Yaksha – Name of a class of semi-gods who are described as attendants of Kubera, the god of wealth, they are employed as guardians of his riches and gardens.

7. Sage Agastiya – A Rishi the author of several vedic hymns, he is said to have been short in stature, to have compelled the Vindhya mountains to prostrate themselves before him, to have conquered and made the Dandaka Forest habitable.

8. Yojanas – A measure of distance equal to four Krosas or eight to nine miles.

9. Sala trees – A tree the name has become famous because Rama with a single arrow pierced seven sala trees, which were all in a row.


11. Canto LXXIV, Yuddha Kandam, Valmiki Ramayana.