CHAPTER 4 STAFFING

•The Most Important Function of Management

Introduction

One of the crucial roles of the Human Resource Manager (HRM) is staffing. This is one of the tasks as part of the job of the HRM which is to hire human resources. Robbins (2005) observed that an organization's human resource policies, procedures and practices play a significant role in influencing how employees behave and think. It is necessary to build a systematic set of formal structures in the corporate world of business and industry. Responsible management was prompted by the needs of an organization to develop more holistic programs, which went beyond the simple improvement of workers' technical skills to encompass a wider range of personal and professional development. In addition, as more women have entered the workforce, holistic programs have become increasingly important.

Personnel are potential inventors because they are human. The habitat in which they are found can be altered. They have fresh ideas about what to accomplish and how to do it; machines or computers, on the other hand, can only carry out instructions that are given to them roughly. They

can do tasks that are more creatively inclined in addition to those that are clearly defined, predefined, or pre-planned. They are unusual and sensitive (more of expression peculiar to individual). They possess several essential rights. They must adhere to their own expectations of personal decency. They aspire to live happier, more satisfying lives. Additionally, they are the sole resource that qualifies as spontaneous.

Ezeali and Esiagu (2010) as cited by Ekwoaba et al. (2015) stated that any organization's staffing and selection processes are a critical matter since they determine the ability, quality, capacity of the workforce that was brought on board via these processes and ultimately determine how effectively services are delivered. Staffing is the process of creating a pool of qualified people who may apply for jobs inside a company (Ofori & Aryeetey, 2011). Chandra Kumar et al. (2015) expressed that adopting appropriate HR policies guarantees more production, less wastes, and sustainable economic success.

People are essential to companies or businesses because they bring different views, beliefs, and characteristics to the workplace. Ekwoaba et al. (2015) discuss staffing as the process of locating and attracting appropriate qualified individuals to apply for employment

openings inside the firm. It is a series of actions a company does to entice applicants with the required skills and attitudes. Creating a pool of competent candidates for open positions inside an organization is the process of recruitment. When skillfully handled, these human characteristics may be very advantageous to the firm.

Sinha and Thaly (2013) identified many different employment strategies (such as employee referral, campus recruitment, advertising, recruitment agencies, job sites, company websites, social media, and many more; most organizations use the combination of two or more of these as part of their staffing process or to carry out their overall recruitment strategy. Thus, staffing is a key responsibility of human resource management for every company. This phrase describes the method of recruiting and selecting job seekers. The efficiency of these two tasks has a significant impact on the quality of the human resource the company possesses (Gamage, 2014).

Reflection

a.Staffing as the most Important Function of Management

There is always something to learn in our daily lives. Human resource management job calls for certain abilities. It is also

necessary to have knowledge of the rules and procedures of private administration, the administration of the merit system, the laws governing labor relations, and the salaries and benefits owed to employees. Human resource management is in charge of deciding how employees are handled inside an organization or business. A component of an organization dealing with the "people" factor is human resource management (HRM). Two perspectives on human resource management are possible: First and foremost, the staff or support role within the company. Its responsibility is to help line employees, or those involved directly in the organization's products and services, with HRM-related issues. Second, is the responsibility of every managerial position. The person in charge of the people aspect of the firm would help the employees understand the significance of human resource management. He oversees the selection of qualified candidates, educate, assists them in performing at a high level, and setting up systems to guarantee that these workers keep their beneficial affiliation with the company. This function is called staffing. Strategic human resource planning, recruiting, and selection are all parts of the staffing function. The staffing function's objective is to identify and hire qualified workers. One of the well-known theorists, Elton Mayo, who gained notoriety for his Hawthorne

Studies, discussed the significance of employee benefit programs, safe and healthy working environments, and managers' attention to interpersonal relationships (Decenzo, & Robbins, 2005).

Failure in the company can have numerous reasons, and most of the time, a firm will collapse due to a combination of circumstances. The effects of the external environment, unsuccessful leadership, ineffective operations, poor financial management, incompetent management of the human resources can occur inside a firm at any level are some of the causes of failure (Capon, 2008). Modern technology is mostly responsible for delivering new methods of doing things in the modern world. To achieve the organization's objective, workers must be adaptable and receptive to other people's perspectives. More often than not, a company's personnel enable it to increase productivity, remain competitive, and add value to the market (Mullins, 2009).

It is crucial to hire qualified employees. They play a key role in determining the organization's success. Different organizations have different procedures for finding and employing staff. The best candidates will be drawn in by the good features in the recruiting process. The human resource manager oversees how employees are handled inside an

organization or business. The human resources division of the company is managed by the director of personnel. There are many important and different tasks to be completed in the human resources division. The personnel director's broader responsibilities include recommending and developing personnel management policies and practices; planning, implementing, and reviewing departmental short- and long-term goals; supervising employee recruitment and examinations; managing classification and compensation; and formulating employee benefits, performance ratings, development, occupational, health, and safety programs, counseling, and service awards policies (Price, 2011).

The human resource manager must collaborate with the heads of the departments and workers to oversee skill development when the nature of work is changing. HRM should contribute to the development of a work environment where people feel trusted, valued, acknowledged and rewarded, and empowered. Before they become unmanageable, concerns must be identified by the HRM and addressed (Price, 2011). Through effective and efficient human resource delivery that enables the organization to evolve and innovate, human resource managers contribute to organizational success (Armstrong, 2012). Human resource problems may have a significant impact on a given

company's performance. One must refrain from being self-important and from imposing their own opinions. Personal opinions need to be improved.

The human resource director of a corporation is responsible for recruiting and firing personnel, providing benefits, and managing employee benefits. Traditions in the workplace may be out of place when new rules and procedures are implemented, and when this occurs over time, difficulties can develop from poor management. Management often has a basic understanding of the outcomes and efficacy of human resource policies and practices. This will have a significant impact on the organization's ability to survive (Price, 2011). The human resource manager should focus on several different things, including the department's operating standards and the department's ability to develop, refine, and install personnel procedures.

According to Kenton and Yarnall (2005), a human resource manager's duties include uniting the members of a company into a single community, assisting them in carrying out their tasks, paying them for their efforts, and resolving any issues that may come up. Staffing, performance reviews, salary and benefits, training and development, employee and labor relations, safety and health, and human

resource research are the top seven managerial responsibilities of an HR department.

Conflicts and issues inside the company may arise from a lack of the necessary information, insufficient skills, and poor capacity to be used in the performance of human resource operations. Conflicts should be settled amicably before they escalate, and proper procedures must be followed. Every business tries and directs their attention on service, quality, and productivity. When their connection is well handled, the organization and its personnel both succeed. Costly and malicious lawsuits can be avoided.

Additionally, Reddington et al. (2009) said that chances for individual growth are presented via employee-management dialogue. Employee motivation is increased by everyone in the firm participating in issue resolution. Furthermore, the business might receive wise recommendations on how to enhance operations. The comprehensive collection of practices that support the growth of employees' abilities, motivation, and work organization were defined by Hook and Foot (2008). To succeed as a business, the company's employee sustainability initiatives must complement its business model.

b. Employee Motivation

Employee's participation in organizational initiatives can range from self-directed work teams to consultative committees. Employees who provide their employers a competitive edge are an asset (Gueutal et al., 2005), and corporate policies and procedures should compensate them for that value. When workers feel appreciated, they are more devoted to the business and use all of their talents to boost productivity. The goals of the organization's other departments must be coordinated with the human resource director's duties.

Management should update employees on policy and organizational changes, give a platform for asking inquiries, and inform employees on corporate policies (e.g., an employee handbook detailing personnel policies and procedures. A strategic human resource program guarantees that human resource policies and procedures related to obtaining, sustaining, and improving human resources support are properly integrated in the entire company strategy (Mathis, 2011). Through effective and efficient human resource delivery that enables the organization to evolve and innovate, human resource managers contribute to organizational success (Armstrong, 2012).

The human resources division of the employer is managed by the director of personnel. There are many important and different tasks to be completed in the human resources division. The personnel director's broader responsibilities include recommending and developing personnel management policies and practices; planning, implementing, and reviewing departmental short- and long-term goals; supervising employee recruitment and examinations; managing classification and compensation; and formulating employee benefits, performance ratings, development, occupational, health, and safety programs, counseling, and service awards policies (Price, 2011).

According to Mullins (2009), employers must show caution in managing human resources. Even companies with established reputations in the business sector might still benefit from adhering to this declaration. A worker hired at the correct time will increase productivity and the company's market worth. This would imply that employing the ideal candidate for a role that fits his talents and abilities would have a little detrimental effect on turnover.

The hiring of human resources job calls for certain abilities. It is also necessary to have knowledge of the rules and procedures of private administration, the administration of the merit system, the laws governing labor relations, and

the salaries and benefits owed to employees. Workers are people. Human resources are one of a company's most valuable assets. Employees should manage their company's duties for it to run and prosper. Employees' abilities and skills will contribute to the intended results of the organization. The modern era of constant change affects not just the corporation but also its personnel. It is necessary to manage the skills and talents of the workforce to maximize the organization's value throughout time. To achieve the organization's goal—serving the clientele—at this stage, human resource management is crucial (Human Resources, 2010).

c. Important Areas to consider to avoid Future Costs

In hiring human resources, the HRM must investigate significant areas to avoid future costs to the company. Specifically, there are areas to be considered by the HR namely:

(1) *current job description and specifications* that need human resources or job analysis. Establishing relationships at work is necessary, and job analysis is a good way to achieve this. The human resource manager must ensure a good fit between the applicant, the opening, and the company. According to Pulakos (2005), assessments are

specifically created to quantify the activities that were determined to be most important by a job analysis. In certain exams, candidates must show that they can successfully complete work given to them as samples that represent typical job responsibilities. Because HR representatives concentrate specifically on evaluating how effectively job candidates can do crucial tasks, these sorts of evaluations are developed using data from job-oriented or task-based job analysis. When legal issues in recruiting are brought up, HR professionals may respond quite seriously. They believe that regulations and laws are merely administrative burdens placed on businesses by the government that prevent them from choosing the best employees. Therefore, HR managers needs to adhere to their policies, government rules and regulations to avoid facing legal issues.

(2) *human resource management forecasting component* or educated guess on the future supply of and demand for employees in the company; In order to make an appropriate decision during the recruiting process, the company has to draw in a sizable pool of candidates. This will have a significant impact on the organization's ability to survive (Price, 2011).

(3) *recruitment process and procedures*; more often or not, these are the company's own decisions on how they are

going to conduct their hiring processes. A human resource manager must ensure a good fit between the applicant, the opening, and the company. Effective management requires the hiring of the appropriate personnel (Armstrong, 2012).

(4) *job–related selection interviews*; the thorough investigation would be helpful in identifying the crucial job functions, knowledge, skills, and abilities required to complete the duties, as well as other qualities particular to the work; and

(5) it may require a *physical exam procedure* to make sure that the future employees are suitable for the job that he is applying for.

More competence is now required as a result of new work patterns and evolving technology. Training programs are the solutions for the business to have excellent employee performance. A person's expertise in a specific job or organization is developed via training. An effective employee training program should, according to Mathis (2011), "*address both job-based or occupational skill requirements and the academic or foundation knowledge, skills, and abilities.*" It should also "reflect the workplace and its requirements" (i.e., training curricula, structure, and delivery methods should be appropriate to the company's organizational structure, work processes, and culture).

Additionally, HRM must consider the projected growth of the company, anticipated retirements, and turnover.

The quality and productivity of an organization's personnel may be considerably improved by choosing and utilizing efficient evaluation techniques. However, many HR managers are unaware of the need for formal evaluations and the kinds of tests that have been shown to be most successful. This has caused formal evaluations to be underutilized in businesses, together with the fact that selection testing is a highly technical and complex field (Pulakos, 2005).

d. Lessons Learned by Managers in Hiring People

HR managers may take away from errors and employ cost-prohibitive management if they learn some lessons from their experiences. Here are some of the reasons that need to be avoided:

(1) *failure to document* – performance evaluations and other related materials, issues of the human resources must be adequately documented to avoid any labor cost in the future;

(2) *deficiency of understanding on companies' regulations and policies* – not only managers should know them, workers must know them at the fullest extent; If not

all, most of the employees are passionate with their job; however, managers, supervisors must ensure that personnel have appropriate knowledge and well inform about their tasks.

(3) *evasion from making flexible work arrangements or other perks accessible to employees* – the common reason why people obtain work is to give a better life for their family; thus, employees need to have work-life balance experiences especially those employees who have children or other family obligations;

(4) *favoritism* – Some managers emphasize on their likes and dislikes, this attitude may not be improper; however, necessary deadlines, rules and tasks should be applied to all employees;

(5) *mistakes in compliance* - Companies are aware that HR laws are relevant, that the legal environment is uncertain, and that any termination may give rise to a claim. Nevertheless, they frequently overlook the possibility that additional HR laws, beyond the one or two they are most familiar with, may be relevant in a particular circumstance and fail to train their managers accordingly; before taking some actions companies must thoroughly examine any issues and, when necessary, identify all potential legal risks before the termination of employees;

(6) *sightlessly on workplace bullying* - Bullying at work may result in later health conditions and even indirect abuse in which victims of bullying go on to bully others. HR specialists occasionally believe that managers with common sense would not commit these errors. Do not leave it up to the management to handle these complexities. Train HR managers to encourage employees who have concerns and issues to talk to the HR managers, and if it runs into trouble, consult company's lawyers.

These are six of the many reasons how companies can achieve its objective and place the appropriate HR managers to hire suitable employees to perform business activities without ever having to set foot inside a courtroom;

(7) *Failure to Accommodate* – sometimes employees made some request from their employer due to their personal or health reason, in this situation employer must be fair to all employees; HR managers must be cautious in implementing accommodation choices (Janove, 2017).

Conclusion

Staffing allows an organization to find the right people for the right place, and in a right time. It is the process of hiring the best candidates for an open position in the organization. Human resource manager is in charge of deciding how

employees are handled inside an organization or business. Employees' abilities and skills will contribute to the intended results of the organization. Thus, every staff needs to be motivated to boost productivity. Management should update all staff members on organizational policies and its changes and give a platform for asking inquiries, and inform employees on corporate matters. A strategic human resource program guarantees that human resource policies and procedures related to obtaining, sustaining, and improving human resources support are properly integrated in the entire company strategy.

To avoid hiring inefficient staff, HR representatives should concentrate specifically on evaluating how effectively job candidates can do crucial tasks by evaluating the current job using accurate job analysis. The quality and productivity of an organization's personnel may be considerably improved by choosing and utilizing efficient evaluation techniques. Therefore, HR managers may take away from errors and employ cost-prohibitive management if they learn some lessons from their experiences.

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