

# Unit-4

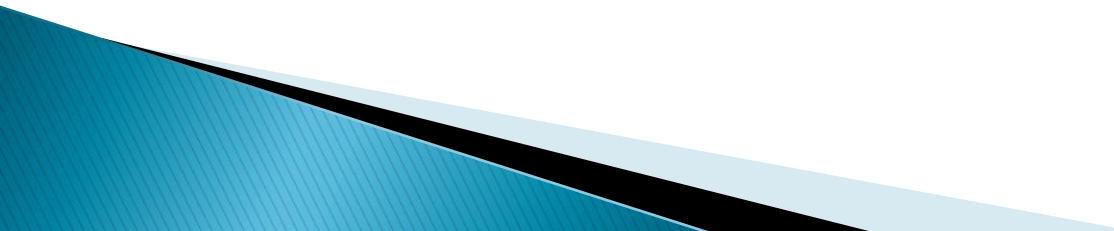
## STAFFING & LEADING

# Staffing

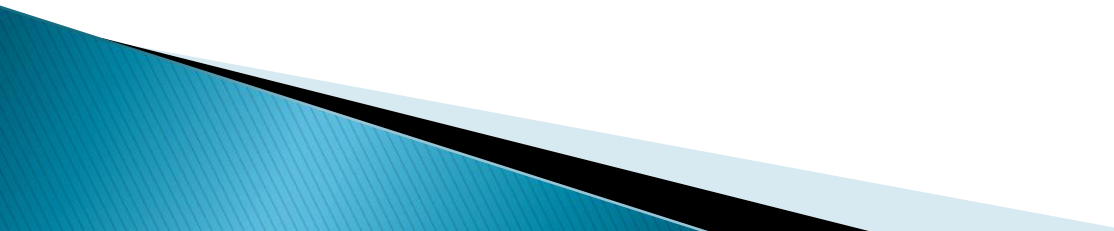
Definition of staffing:

According to Theo Haiman, “Staffing pertains to recruitment, selection, development, and compensation of subordinates”.

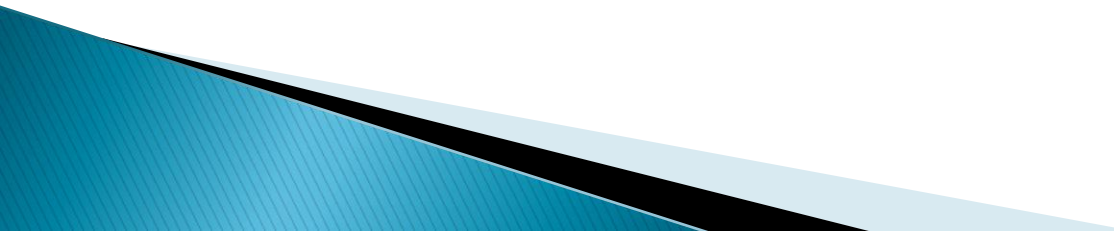
# Nature of staffing

- ▶ Managerial functions
  - ▶ Pervasive activity
  - ▶ Continuous activity
  - ▶ Efficient management of personnel
  - ▶ appropriate selection and placement
  - ▶ Universal function
  - ▶ Dynamic function
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# Importance of staffing

- ▶ Key to other managerial functions
  - ▶ Building healthy human relationships
  - ▶ Human resource development
  - ▶ Long-term effect
  - ▶ Potential contribution
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# Factors influencing staffing

- ▶ External factors
    - ✓ Legal factors
    - ✓ Socio-cultural factors
    - ✓ External influences
    - ✓ Nature of competition for human resources
  - ▶ Internal factors
    - ✓ Organizational business plan
    - ✓ Size of organization
    - ✓ Organizational image
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# Process of staffing

Step 1: manpower planning

Step 2: job analysis

Step 3: recruitment

Step 4: selection

Step 5: induction and orientation

Step 6: training and development

Step 7: performance appraisal

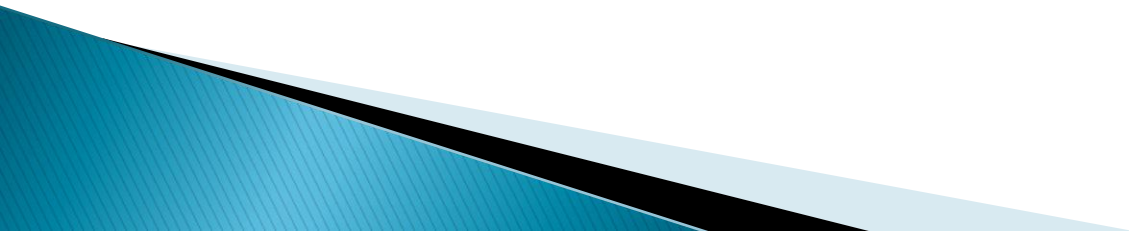
Step 8: employment decisions

Step 9: separation

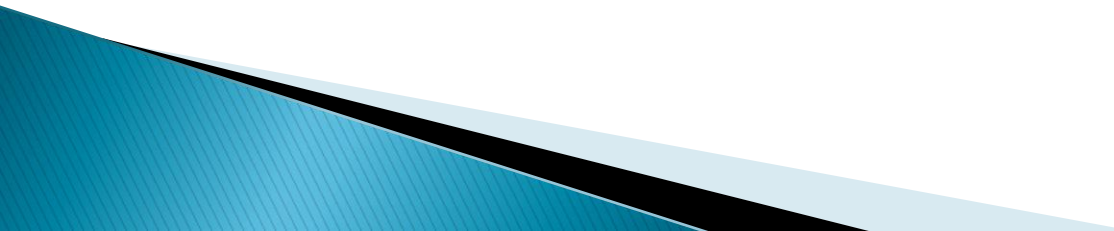


# recruitment

According to C.B. Mamoria, “Recruiting is the discovering of potential applicants for actual or anticipated organizational vacancies”.

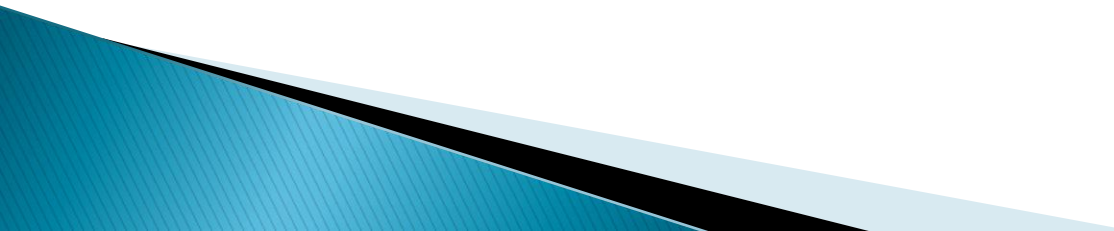


# Nature/features of recruitment

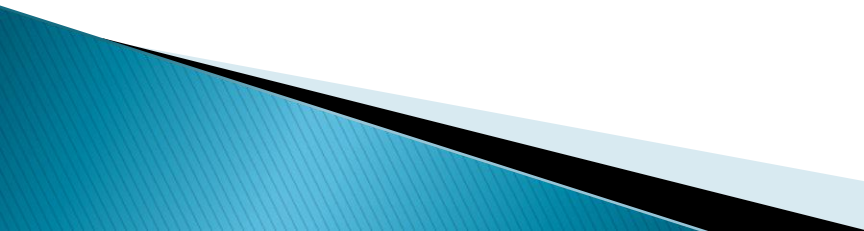
- ▶ Managerial and continuous process
  - ▶ Linking activity
  - ▶ Positive function
  - ▶ Important function
  - ▶ Pervasive function
  - ▶ Two-way process
  - ▶ Identifies human resource
  - ▶ Fulfillment of manpower needs
  - ▶ Dependency
  - ▶ Complex job
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# Importance of recruitment

- ▶ Determines the present and future requirements
  - ▶ Creates and increase the applicants pool
  - ▶ Establishes link
  - ▶ Increase the success rate of selection
  - ▶ Reduces the probability
  - ▶ Meet the organization's obligations
  - ▶ Increase and evaluates effectiveness
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# Sources of recruitment

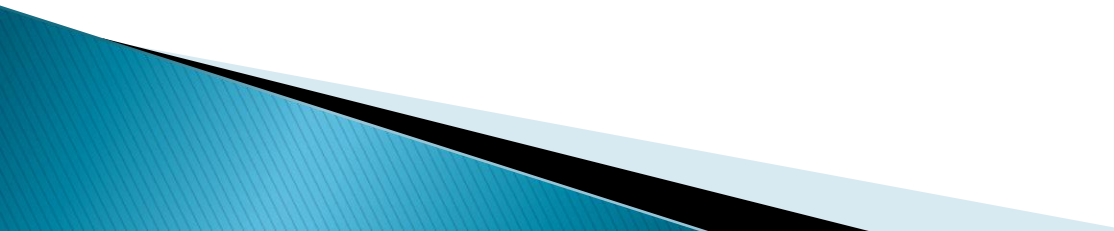
- ▶ Internal sources of recruitment
    - ✓ Transfer and promotion
    - ✓ Job posting
    - ✓ Employee referrals
    - ✓ Former employees
    - ✓ Previous applicants
  - ▶ External sources
    - ✓ Direct methods
    - ✓ Indirect methods
    - ✓ Third party methods
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# Merits and demerits of internal sources of recruitment

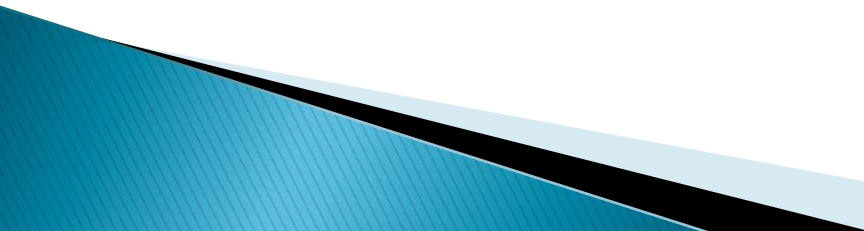
## ▶ Merits

- ✓ Familiarity
- ✓ Better utilization of internal talent
- ✓ Economy
- ✓ Motivational value

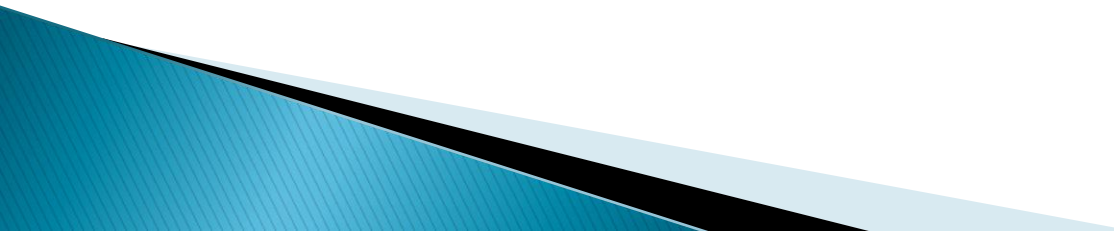
## ▶ demerits

- ✓ Restricted choice
  - ✓ Inbreeding
  - ✓ Absence of competition
  - ✓ conflict
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# External sources of recruitment

- ▶ Direct methods
    - ✓ Campus recruitment
    - ✓ Scouting
    - ✓ Recruitment at the factory gate
  - ▶ Indirect methods
    - ✓ Advertisements
    - ✓ Employees trade associations/clubs
    - ✓ Professional associations
    - ✓ Other reputed firms
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# Third party methods

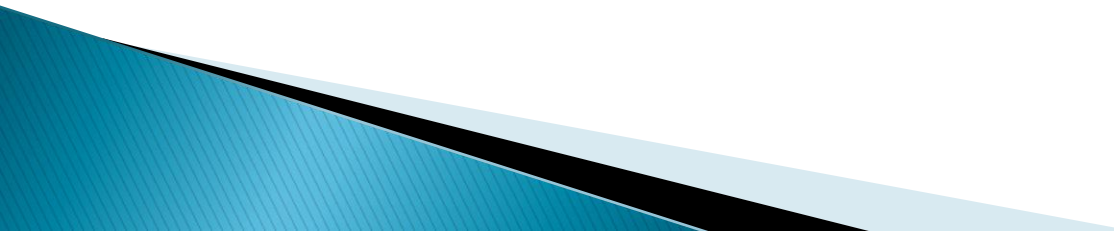
- Private employment agencies
  - State or public employment
  - Schools ,colleges and professional institutions
  - Professional organizations or recruiting firms or executive recruiters
  - Trade unions
  - Casual labor or applicant at the gate
  - Unconsolidated application
  - Voluntary organizations
  - Computer data banks.
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# Merits and demerits of external sources of recruitment

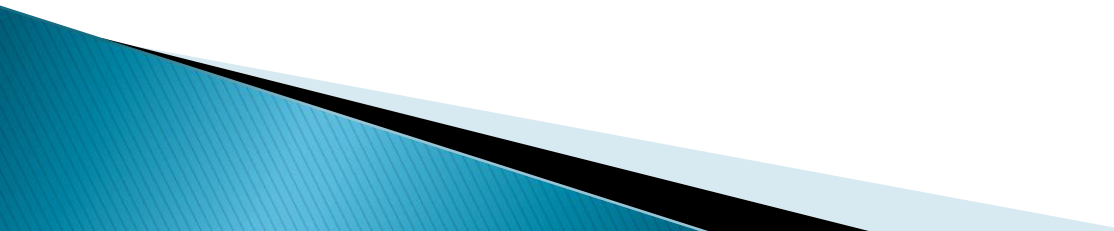
## ▶ Merits

- ✓ Wide choice
- ✓ Injection of fresh blood
- ✓ Motivational force
- ✓ Long-term benefits

## ▶ Demerits

- ✓ Expensive
  - ✓ Time-consuming
  - ✓ Demotivating
  - ✓ uncertainty
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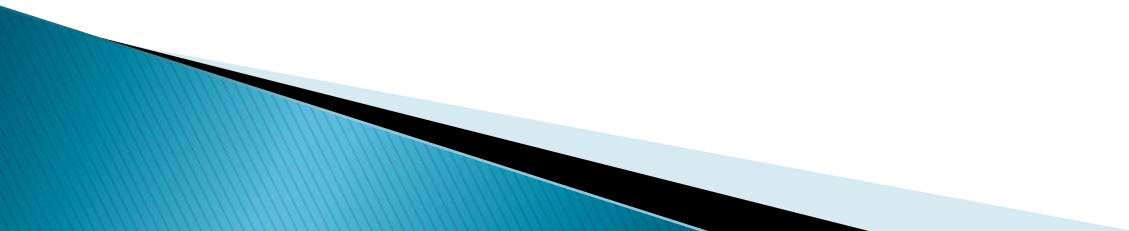
# Process of recruitment

- ▶ Recruitment planning
    - ✓ Number of contacts
    - ✓ Type of contacts
  - ▶ Sources of recruitment
  - ▶ Contacting sources
  - ▶ Application pool
  - ▶ Selection process
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# selection

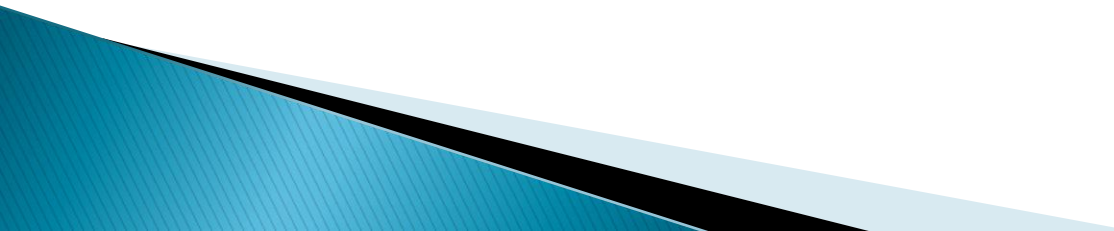
## **Definition:**

**According to Terrie Nolinske, “Selection is the process of making a hire or no-hire decision regarding each applicant for a job”.**

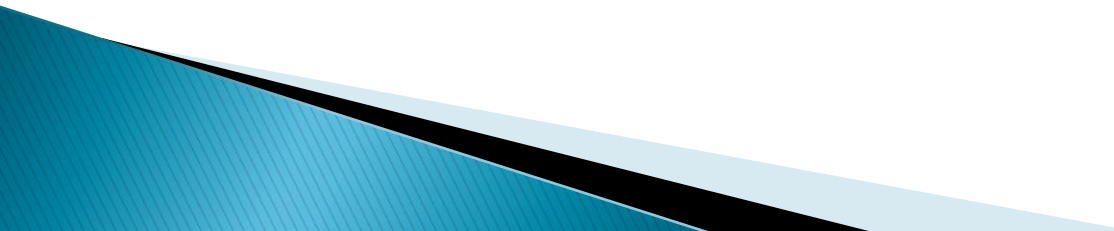




# Purpose of selection

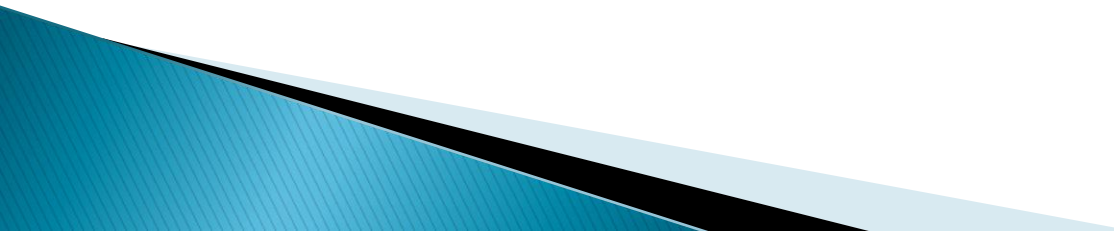
- ▶ Select suitable candidate
  - ▶ Determine applicant's capabilities
  - ▶ Place right candidate at right job
  - ▶ Generate information about candidate
  - ▶ To save cost
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# Selection process

- ▶ Screening of applicants (application blank)
  - ▶ Selection tests
  - ▶ Interview
  - ▶ Medical examination
  - ▶ Reference check and background verification
  - ▶ Hiring decisions or approval by appropriate authority
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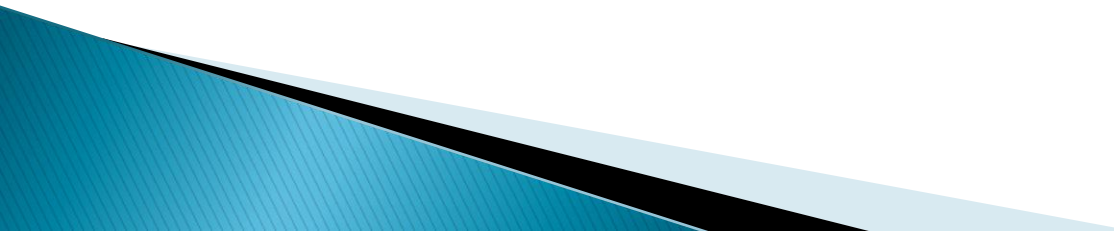
# Leading

This function involves articulating a vision, energizing employees, inspiring and motivating people using vision, influence, persuasion, and effective communication skills.



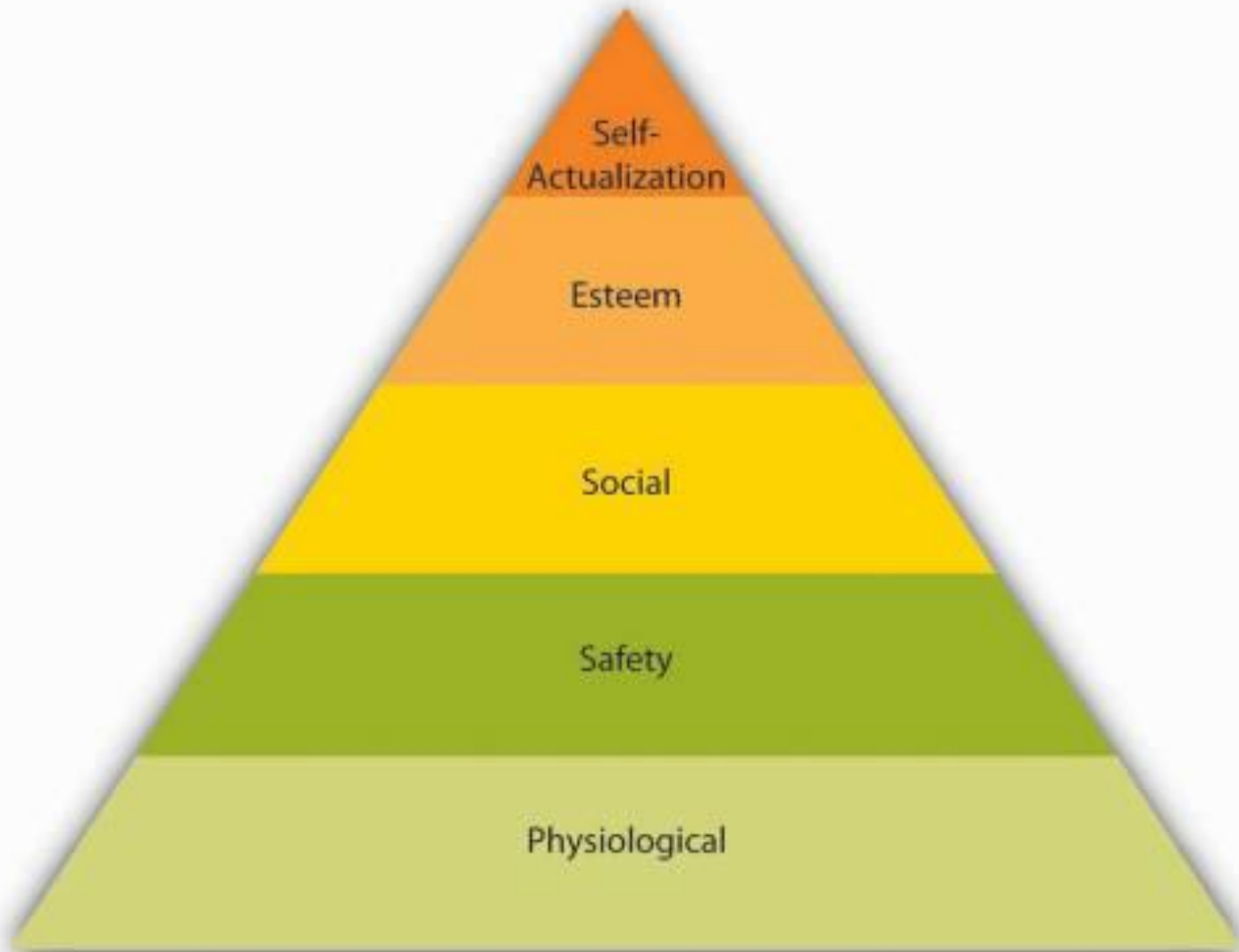
# Leadership Styles

- ▶ **Transactional Leadership:** Transactional leadership is a term used to classify a group of leadership theories that inquire the interactions between leaders and followers.
- ▶ **Autocratic Leadership:** Under the autocratic leadership styles, all decision-making powers are centralized in the leader as shown such leaders are dictators. Autocratic leadership is an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members
- ▶ **Transformational Leadership:** Transformational leadership is a leadership style that is defined as leadership that creates valuable and positive change in the followers. A transformational leader focuses on “transforming” others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole. In this leadership, the leader enhances the motivation, morale and performance of his follower group.

- ▶ **Servant Leadership:** When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a “servant leader”. Servant Leadership’s focus was on the leader as a servant, with his or her key role being in developing, enabling and supporting team members, helping them fully develop their potential and deliver their best. In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.
  - ▶ **Charismatic Leadership:** The Charismatic Leader and the Transformational Leader can have many similarities, in that the Transformational Leader may well be charismatic. Their main difference is in their basic focus.
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- ▶ **Democratic Leadership or Participative Leadership:** Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills.
- ▶ **Laissez-Faire Leadership:** the laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.
- ▶ **Bureaucratic Leadership:** This is style of leadership that emphasizes procedures and historical methods regardless of their usefulness in changing environments. Bureaucratic leaders attempt to solve problems by adding layers of control, and their power comes from controlling the flow of information. Bureaucratic leaders work "by the book", ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks such as working with machinery, with toxic substances, at heights or where large sums of money are involved such as cash-handling.

# Maslows Need Hierarchy



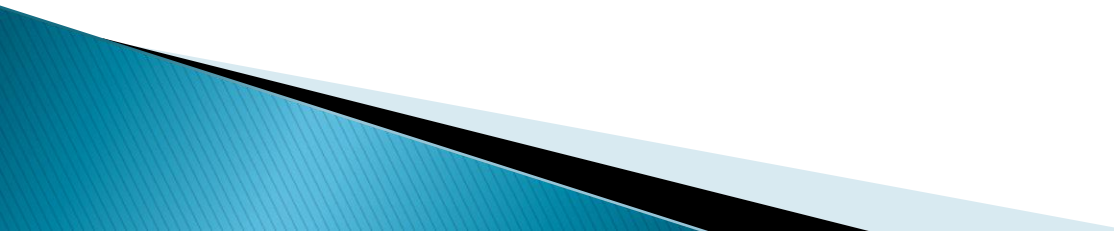
**TABLE 1 Maslow's Hierarchy of Human Needs**

| <b>Higher Level Needs</b>        | <b>To Satisfy, Offer:</b>          |
|----------------------------------|------------------------------------|
| Self-actualization needs         | Creative and challenging work      |
| Participation in decision making |                                    |
|                                  | Job flexibility and autonomy       |
| Esteem needs                     | Responsibility of an important job |
|                                  | Promotion to higher status job     |
|                                  | Praise and recognition from boss   |
| <b>Lower Level Needs</b>         | <b>To Satisfy, Offer:</b>          |
| Social needs                     | Friendly coworkers                 |
|                                  | Interaction with customers         |
|                                  | Pleasant supervisor                |
| Safety needs                     | Safe working conditions            |
|                                  | Job security                       |
|                                  | Base compensation and benefits     |
| Physiological needs              | Rest and refreshment breaks        |
|                                  | Physical comfort on the job        |
|                                  | Reasonable work hours              |



# Herzberg's Motivational Hygiene Theory

- ▶ Frederick Herzberg offers another framework for understanding the motivational implications of work environments.
- ▶ In his **two-factor theory**, Herzberg identifies two sets of factors that impact motivation in the workplace:
- ▶ **Hygiene factors** include salary, job security, working conditions, organizational policies, and technical quality of supervision. Although these factors do not motivate employees, they can cause dissatisfaction if they are missing. Something as simple as adding music to the office place or implementing a no-smoking policy can make people less dissatisfied with these aspects of their work. However, these improvements in hygiene factors do not necessarily increase satisfaction.
- ▶ **Satisfiers** or **motivators** include such things as responsibility, achievement, growth opportunities, and feelings of recognition, and are the key to job satisfaction and motivation. For example, managers can find out what people really do in their jobs and make improvements, thus increasing job satisfaction and performance

- ▶ **ERG (Existence, Relatedness, Growth) theory** is built upon Maslow's hierarchy of needs theory. To begin his theory, Alderfer collapses Maslow's five levels of needs into three categories.
  - ▶ **Existence needs** are desires for physiological and material well-being. (In terms of Maslow's model, existence needs include physiological and safety needs)
  - ▶ **Relatedness needs** are desires for satisfying interpersonal relationships. (In terms of Maslow's model, relatedness correspondence to social needs)
  - ▶ **Growth needs** are desires for continued psychological growth and development. (In terms of Maslow's model, growth needs include esteem and self-realization needs)
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# McChellan's Need Theory

- ▶ David McClelland's acquired needs theory recognizes that everyone prioritizes needs differently. He also believes that individuals are not born with these needs, but that they are actually learned through life experiences. McClelland identifies three specific needs:
- ▶ **Need for achievement** is the drive to excel. The need for achievement as the name itself suggests is the urge to achieve something in what you do.
- ▶ **Need for power** is the desire to cause others to behave in a way that they would not have behaved otherwise. The need for power is the desire within a person to hold control and authority over another person and influence and change their decision in accordance with his own needs or desires.
- ▶ **Need for affiliation** is the desire for friendly, close interpersonal relationships and conflict avoidance.