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A STUDY ON STAFFING AT HERO

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ABSTRACT: “**Staffing** is a process to discover the sources of manpower to meet the requirements for the staff in the organization, schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.” A formal definition of **Staffing** is: it is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The process of **Staffing** involves planning, strategy development, searching, screening, and control. The sources of recruitment are categorized as internal and external sources.

The essentials of selection are first, the nature of selection, whether faulty or safe and second, the policy of the company and the attitude of the management and third, the length of the probationary or the trial period. The different types of selection tests are Ability tests, Aptitude tests, Personality test, Interest tests, Graphology tests, medical tests, and Genetic screening. The final decision has to be made from the pool of the individual who pass the tests, interviews, and reference checks and also the HR manager plays the crucial role in the final selection process. The objective of the study is to interpret the **Staffing** procedure followed at The organizations and to receive suggestions in the context of giving importance to various aspects that influence **Staffing** procedure. The methodology includes the ways to collect both the primary and secondary data. Primary data has been collected by Interview, Questionnaire and Secondary data from the Company’s website, journals, records, books etc. and the information was analyzed and interpreted.


INTRODUCTION

Defining Management education:

Management education deals with the art and science of directing and controlling or handling any organization, especially under resource constraint situations, be it business, industry, public system or government. Such education not only covers a thorough understanding of behavioral science. Human Resource Development, Finance, Marketing, Operations and Information systems, but also calls for an adequate grasp of the National and Global economics, politics, Sociology. Legal Framework, Technology trends and natural environment in which the organization has to function and proper the formulation of effective strategies. All organizations need to have a vision and mission with a milestone to achieve a common goal. Staffing is that part of the process of management which is concerned with acquiring, developing, employing, appraising, remunerating and retaining people so that right type of people is available at right positions and at right time in the organization. In the simplest terms, staffing is ‘putting people to jobs. "Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees" - McFarland

Importance of Staffing

- Filling the Organizational positions
- Developing competencies to challenges
- Retaining personnel - professionalism
- Optimum utilization of the human resources

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Staffing Process

Analyzing Manpower requirements: It is making an analysis of work and estimating the manpower requirement to accomplish the same.

Recruitment: It is identifying and attracting capable applicants for employment. It ends with the submission of applications by the aspirants.

Selection: It is choosing the fit candidates from the applications received in the process of recruitment.

Placement: This may be on probation and on successful completion of the same the candidate may be offered permanent employment.

Training and Development: It is concerned with imparting and developing specific skills for a particular purpose.

Performance Appraisal: Systematic evaluation of personnel by superiors or others familiar with their performance so as to rank employees to ascertain their eligibility for promotions.

NEED FOR THE STUDY

The success of any organization is highly dependent and how it attracts, recruits, motivates and retains its work force. Today organization needs to be more flexible so that they are equipped their work force and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees. To satisfy both the organizational objectives and employee's needs. One of the ways to accomplishing, it is through job design. In which it is having some options for improving the job design

Objective of the study

The purpose of the study is to learn the practical applicability of the theoretical knowledge gained about recruitment and selection process.

- To Analysis the staffing process in Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.).
- To gain knowledge about the process of Staffing.
- To know the effectiveness or ineffectiveness of the process of recruitment and selection
- To provide suggestions if any, for having an effective recruitment and selection process

SCOPE OF THE STUDY:

The study covers Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.) in Hyderabad consisting of 100 employees.

METHODOLOGY:

DATA COLLECTION METHODS:


The data for the study was collected through primary and secondary METHODS

Primary Methods;

Primary methods are those methods that provide first hand information. The methods followed were interview methods and questionnaire method

(a) Interview method:

By this method the employees and managers of the Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.) were asked questions regarding the recruitment and selection process, its effectiveness and the relevant or required changes they intended to have in the present

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recruitment and selection process of the company. The managers of different departments were the majority to be interviewed in the entire sample taken.

Secondary methods:

Secondary methods are those methods that provide already existing information of the past, also called as second-hand information. The information was obtained from the different HR journals published by the organization for various purposes like HR 'department personal use, reference by any other department about the performance of various activities that have been started by the HR department, to know about the performance appraisal system or the bonus system etc.

LIMITATIONS OF THE STUDY:

1. The entire staff would not be taken for the purpose of the study.
2. The information provided was not totally accurate. Biased answers were given.
3. Firstly, the respondents were not available readily and the data were collected as per the convenience of the respondents.
4. Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

For the above limitation the study conducted may not give the true representation of the entire organization.


REVIEW OF THE LITERATURE**Employee Selection Process**

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

The **Employee selection Process** takes place in following order-

1. **Preliminary Interviews-** It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

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2. **Application blanks-** The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.
3. **Written Tests-** Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.
4. **Employment Interviews-** It is a one-to-one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover, the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.
5. **Medical examination-** Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.
6. **Appointment Letter-** A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

Orientation and Placement

Once the candidates are selected for the required job, they have to be fitted as per the qualifications. Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes. Once he is fitted into the job, he is given the activities he has to perform and also talked about his duties. The freshly appointed candidates are then given orientation in order to familiarize and introduce the company to him. Generally, the information given during the orientation programmed includes-

- Employee's layout
- Type of organizational structure
- Departmental goals
- Organizational layout
- General rules and regulations
- Standing Orders
- Grievance system or procedure

In short, during Orientation employees are made aware about the mission and vision of the organization, the nature of operation of the organization, policies and programmes of the organization.


The main aim of conducting Orientation is to build up confidence, morale and trust of the employee in the new organization, so that he becomes a productive and an efficient employee of the organization and contributes to the organizational success.

The nature of Orientation program varies with the organizational size, i.e., smaller the organization the more informal is the Orientation and larger the organization more formalized is the Orientation programme.

Proper Placement of employees will lower the chances of employee's absenteeism. The employees will be more satisfied and contented with their work.

Employee Remuneration

Employee Remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to a employee to perform job efficiently and effectively. Remuneration leads to employee motivation. Salaries constitutes an

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important source of income for employees and determine their standard of living. Salaries effect the employee's productivity and work performance. Thus, the amount and method of remuneration are very important for both management and employees.

There are mainly two types of Employee Remuneration

1. **Time Rate Method**
2. **Piece Rate Method**

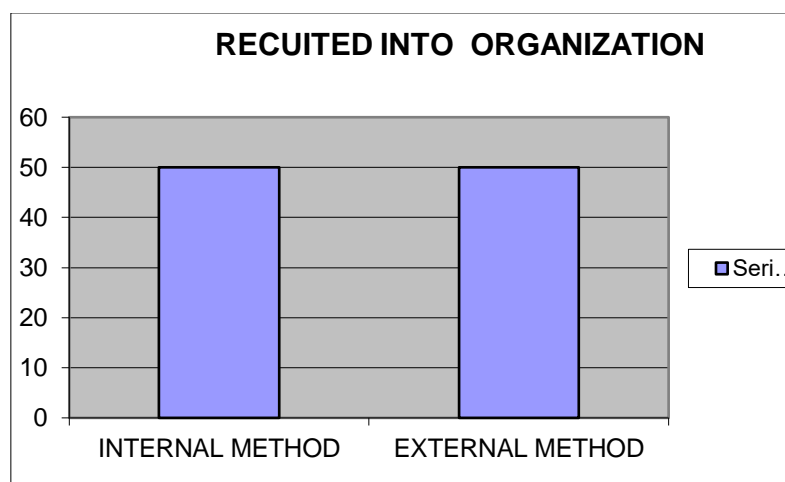
These methods of employee remuneration are explained below in detail

DATA ANALYSIS & INTERPRETATION

Data Analysis

1 .By which method did you get recruited in to the organization?

S. No	Response	No of Respondents	Percentage
1.	Internal method	50	50%
2.	External Method	50	50%
		100	100




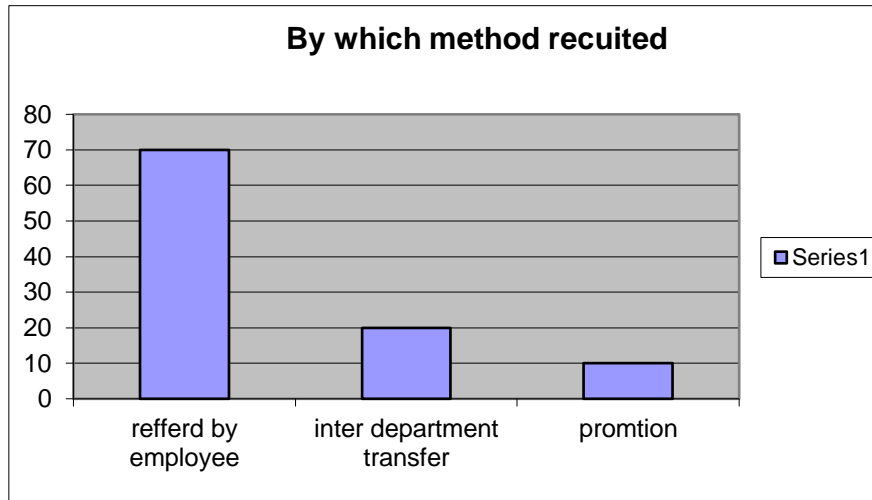
Interpretation

The above table shows that 50% of respondents were recruited by internal method and remaining 50% by external method

2. If by internal method, by which method were you recruited?

S. No	Response	No of Respondents	Percentage
1.	Referred by employees	70	70%
2.	Inter department transfer	20	20%
3.	Promotion	10	10%
		100	100%

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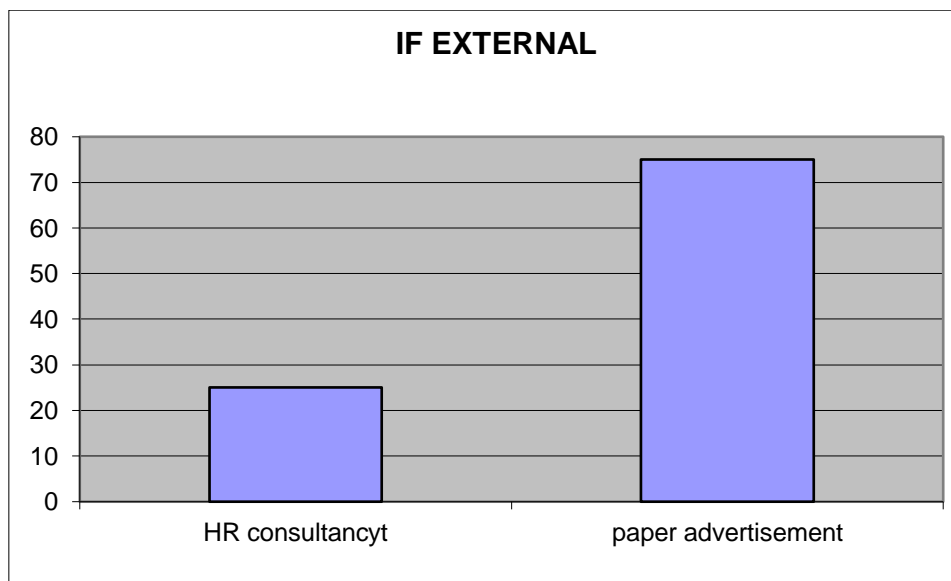


Interpretation


The percentage of usage of different internal methods of recruitment like employee referrals, interdivisional and promotion followed by the organization is 70%, 20% and 10% respectively.

3.If by external method, by which method were you recruited?

S. No	Response	No of Respondents	Percentage
1.	HR Consultancy	25	25%
2.	Newspaper	75	75%
		100	100



Interpretation

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The information regarding the preference of the external methods of recruitment like HR consultancy; Newspaper advertisements followed by the organization are 75% and 25% respectively.

Findings

- The organization is conducting training programs for employees for the changing organization needs.
- They are also training the people who fail in their actual duties, for their performance.
- Hero MotoCorp Ltd Management is giving very important of training for Marketing Executives and Sales Executives, Technical Staff.
- 50% of respondents were recruited by internal method and remaining 50% by external methods.
- The percentage of usage of different internal methods of recruitment like employee referrals, interdivisional and promotion followed by the organization is 70%, 20% and 10% respectively
- The information regarding the preference of the external methods of recruitment like HR consultancy; Newspaper advertisements followed by the organization are 75% and 25% respectively.
- 55% of respondents agreed direct call for an interview and 15% call to attend the test and the remaining 30% by direct appointment
- 15% of respondents attended technical test 15% of respondents attended situation test and 70% of respondents appeared for subject test.
- 75% respondents faced formal interview, and the remaining 25% stress and board interview
- 20% of respondents faced HR manager round 20% of respondents faced 3-member committee and 60% respondents faced head of department round.
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CONCLUSIONS

Staffing process in Hero MotoCorp Ltd includes


- (a) Written test
- (b) Group discussion
- (c) Interview.
- D) Qualification
- E) Experience

Personal traits are the things which are valued the most in the applied Candidates profile during the interview.

- Communications and subject knowledge are important for an employee before recruiting into the job
- Interviews are conducted by a group of people from different departments before recruiting into the job.
- The Recruitment process helps to maintain adequate manpower to fill up the vacancies.

Suggestions

- 1) While it is a fact that Hero MotoCorp Ltd is deploying a good number of recruitment methods. What is important is that the traveling public should further explore and install such recruitment methods, which go to improve public handling methods especially by

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Marketing Executives. It is suggested a sensitivity training method tailored to enable dealing with commuters should be evolved in consultation with management experts and social psychologists.

- 2) Employees who are on 'long sick', 'or long absent' should be included in the recruitment need analysis. They should be directed to undergo training at the training college. This is all the more important when it is realized that Work is skill oriented and time on and off the job has its impact on the effectiveness or otherwise of the working performance.
- 3) The top management should consider giving strict instructions to the management to relieve the employees due for refresher recruitment as per the she duke drawn up.
- 4) Hero MotoCorp Ltdone of the important public utility vehicle, the requirements of the customers should be taken periodically and that they are factored into the training programmers. This is all the more important that the traveling public as a customer of the organization can always bank up on the assistance and guidance of the consumer protection councils.

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