



## STAFFING: BRAIN POWER OF ORGANIZATIONAL SURVIVAL

Maxwell Nwinye

*Department on Management, Faculty of Management Sciences  
University of Port Harcourt*

### Abstract

Staffing is a critical function of human resource management that ensures an organization retains the right employees to achieve its objectives. Staffing is the process of hiring and managing employee's selection, performance appraisal, and terminations. Organizations that prioritize robust staffing policies are capable of achieving long-term business growth, and increase productivity. Staffing encompasses recruiting, selecting, training, and placement of workers to optimize employee productivity and efficiency. Effective staffing strategies result in competitive advantage, corporate planning, improved organizational performance, and employee satisfaction. This paper explores the significance of staffing and the processes necessary for creating talented and competitive workforce. It also revealed that the vacancies created have to be occupied with required workforce that are meticulously screened through staffing process. Organizations should adopt technology staffing approaches that involve data-driven insights to build resilient and improve organizational performance.

### Keywords:

Staffing, recruitment, selection, placement, performance appraisal.

**How to cite:** Nwinye, M. (2025). STAFFING: BRAIN POWER OF ORGANIZATIONAL SURVIVAL. *GPH-International Journal of Educational Research*, 6(12), 48-54.  
<https://doi.org/10.5281/zenodo.15245212>

### Introduction

The fundamental element in staffing is not filling the vacant position with workers but to employ the right persons at the right time. Staffing plays a critical role in attesting that business operates successfully and efficiently. Apparently, staffing involves the entire process of hiring, selecting, training, and retaining employees who contribute to the survival and development of an organization. Getting in touch with the processes of staffing could help



This work is licensed under Creative Commons Attribution 4.0 License.

small businesses to recognize the significance of staffing. It incorporates a broad range of activities aimed at establishing a cohesive team. Staffing is the process of hiring qualified applicants to fill the vacant positions in the organizations (Breaugh, 1992). Staffing refers to the managerial function that engages in recruiting, selecting, training and developing the employees for various positions created in the organization (Chandra,1997).Indeed, staffing entails recruiting the employees through evaluating their skills, knowledge, and placing them with specific job description. Nevertheless, staffing is synonymous with human resources management because human resources management is a staff function that involves recruitment, selection, placement, appraisal, training and development of employees. The human resource or personnel is the main assets of an organization for which the employees take a new height by expressing their positive efforts in utilizing other resources such as material, machine, and money effectively to achieve the goals of the organization.

## Literature Review

Staffing connotes the process of identifying, selecting, training, and developing the right workers to manage an organization effectively (Memoria, 2000).Staffing appears to be a critical function of human resource management that seeks to ensure that the organizations survive and have the suitable number of employees with the desired skills to achieve its objectives. Organizations are to search for capable or competent individuals to fill job positions and ensure that these individuals fit into the company policy by collaborating with other team members. The process of staffing requires understanding the needs of the organization and aligning them with the qualifications of potential employees. Similarly, staffing refers to filling the vacant offices with the right person at the right job and at the right time. It is a function of management that unfolds recruitment, selection, placement, appraisal, promotion, human resources planning, compensation, employee requirements, training and development.

## Functions of Staffing

- i. **Supervising other functions of management:** The personnel in the organization manages all other activities such that managers give instructions to subordinates or use the machines, computer to carry out their duties. Staffing is an element of human resources management that uses the functions of management namely planning, organizing, directing and control for the efficient performance of organizational obligations.
- ii. **Effective use of technology and other resources:**Staffing function provides the framework for effective use of money, machines, materials and technology in the organization. It is the human factor that utilizes the resources to carry out their duties. Without the presence of workers these machines or money cannot produce results. The workers apply the various resources in departments to enhance organizational progress. Staffing and technology are connected to address problems or difficult tasks that require talented employees who demonstrate their skills and experience to contribute towards achievement of set goals.
- iii. **Development of human capital:** Staffing helps to train the employees with additional skills and knowledge needed in advancing the organization to greater level.

When organizations equipped an employee with new ideas, research and technology the salary earner is expected to transfer the human capital requirements into job behaviour that improves organizational performance. Meanwhile, it is the responsibility of management to determine the conditions for manpower development necessary for career advancement that meets the standard or the requirements of the company in the future.

- iv. **Motivation of workers:** Staffing function plays important roles in motivating and creating job satisfaction to the employees in an organization. Ordinarily, the employees have different ideas or behaviours that are influenced by several factors such as education, religion, needs, socio-cultural factors. Organizations could encourage employees to put in more efforts in their work by providing financial and non-financial incentives which attract hardship relief and satisfaction among the workforce. If employees are happy with the conditions of service in an organization such workers are likely to express high commitment and become security material of the company.
- v. **Increase productivity:** Recruiting and placing competent employees in the right positions contribute to high productivity and profitability in the organization. Employees who are human capital are perceived to be multiplied with knowledge or skills required in increasing the production capacity of the organization. The engagement of talented employees helps the organization to minimize waste to the extent that employees who know their job teaches and mentors the subordinates to meet work standard.

### **Process of Staffing**

- i. **Human resources planning:** Organizations are designed to cater for employee needs. This plan is concerned with departmental expansion, filling the vacancies, training and development of employees, compensation and placing the right people in the right positions (Mello, 2007). Consequently, human resources planning signifies a process that reveals the conditions of getting employment with the plans that the organization could have the right number of qualified persons to perform specific jobs. Fundamental features of human resources planning include: (a) setting requirements for employment and supply of workers based on the objectives of the organization. (b) Calculating the rate of workload and the number of employees that are needed to join the organization. (c) Develop empowerment programs that motivate, change and energize the existing employees to improve on their job performance. The use of computer to develop a data base that provides information about all workers has contributed in resourceful managing of the personnel and overall planning of the organization.
- ii. **Recruitment:** This entails developing employment requirements for applicants that are willing to get job in the organization. In other words, recruitment is a systematic procedure established by organizations to search for qualified candidates that are ready to occupy the vacant positions. Recruitment could be defined as a medium upon which the prospective employees are discovered for the benefit of the organization. Organizations must have manpower planning or human resources planning before embarking on recruitment and selection. Individuals receive information about the vacant opportunities through word of mouth from the existing employees, newspaper,

social media, radio, television, internet, advertisement, visit to various institutions and professional magazines. When recruitment exercise is done scientifically it encourages people to apply for such jobs which eventually leads to high productivity, retention, favourable remuneration, low turnover, and absenteeism.

- iii. **Selection:** The process of eliminating candidates that are not qualified or successful for employment. Ordinarily, selection refers to employment of applicants having the required qualifications to perform the jobs after applying for the vacant jobs in the organization (Johatch, 2014). Selection is also acceptance and rejection method which divides the candidates for employment into two categories, such as candidates that are successful for the employment and candidates that cannot be offered employment. Similarly, selection suggests the process of determining the qualifications, skills, knowledge and experience of candidates that applied for a job. The purpose of selection is to employ the right person at the right time. The common methods of selection include interview and test of candidate's skills. Selection is a critical process that requires substantial investment of money to get right types of people. Whenever incompetent employees are employed, the organization suffers terrible wastage of resources, low output, inefficiency and low job performance. Organizations should design an appropriate selection procedure that could be useful in getting information about the applicant to facilitate decision making during selection process.
- iv. **Induction:** This symbolizes orientation techniques by which new employees are introduced to the culture, practices, policies, existing employees and work environment. Induction consists of familiarizing new employees with their jobs. When employees participate in orientation programme it makes the employees to be comfortable with his position and feel free with other members of the department. A good orientation programme gives the employees a sense of belonging and recognition within the workplace. Some organizations during the induction informed the employees about the work rules, structure of the organization, production process, accident prevention, dress code, lunch, conditions of employment.
- v. **Placement:** Placement is the process of assigning specific jobs to the selected candidates. Placement happens after the selected candidates have received their appointment letters. An employee enjoys effective placement when he is given the right job at the right place. Ordinarily, the appointment of a worker follows probation of one year or otherwise. During this period, the employee is tempted with different jobs. If his performance is satisfactory, he may be offered a permanent post and eventually placed on the suitable job but where he fails to perform, the management may transfer him to other job or department.
- vi. **Performance appraisal:** Individual performance needs to be assessed within a regular interval to ensure that the desired behaviour could be maintained. Performance appraisal relates to a systematic evaluation of the actual performance and competencies of employees compared to standards and objectives of the organization. The process of performance appraisal includes developing policies, procedures and techniques, measuring employees job performance with regard to standards and providing feedback to employee with the aim of motivating them to increase output. When the performance of workers is low it requires urgent corrective actions such as training, transfer, demotion and query. Meanwhile, employee's high performance may attract rewards like bonus, praise, training, promotion and increase salary.

- vii. **Training and development:** Employees have to be trained to meet the demand of their job effectively. Training is a systematic process of acquiring skills, knowledge and improving the work attitude of employees to accomplish both individual and organizational goals (Nwinye, 2019). Ordinarily, formal training of new employees and the existing employees is important when the processes and techniques of production are becoming more difficult. Training helps to achieve a change in the behaviour of the trainee and enables the employees to enhance the functions of the organization with regard to productivity, commitment, efficiency and the satisfaction of workers. Training is a continuous process that facilitates learning with the aim of increasing the knowledge and skill of an employee to perform a specific job.

### Sources of Recruitment

There are two major sources of recruitment which are internal sources and external sources.

**a. Internal sources:** Internal source of recruitment arises when there is openings or vacancy in the organization. These are few vacancies that are disclosed to employees who are receiving salary from the organization. The vacancy is created when existing employee is given higher position or transferred to another department. Thus, internal sources include transfer of employees and promotion. It provides the window for employing competent employees. Information relating to the vacancy is disseminated through word of mouth or internal advertisement (Hersey & Blanchard, 1988). Transfer connotes movement of employees within the department, to another department and outside the state. Promotion means elevation of employees from lower level to higher rank. Several companies employ the practice of filling top positions by promoting employees who are qualified for such job. Although, filling vacancies by means of internal source within the organization is essential because it gives employees sense of belonging and improves the living standard of the workers. Internal sources of recruitment promote loyalty among the employees. However, the disadvantage of internal source is that it prevents skilled persons from outside to join the organization. It also encourages preferential treatment and tribal consideration.

**b. External sources:** Most organizations especially the oil companies like Shell, Agip, Chevron and Elf utilize external sources in search of the candidates that are prepared to occupy various positions in the company. External source refers to recruitment process that uses applicants from outside to fill positions where the job specification cannot be fulfilled through the internal sources. The external sources of recruitment are:

- i. **Direct recruitment:** Direct recruitment involves placing a notice on the board of the organization which shows the details of the jobs available. This type of recruitment is common in search of casual or unskilled workers. The category of candidates needed is also displayed at factory gate. These workers are paid wage on daily basis not monthly. Unskilled workers daily method of payment is fully implemented in developed countries such as USA, Britain, Germany and Holland. Unlike in Nigeria where many companies and institutions pay casual workers at the end of the month.
- ii. **Advertisement:** Advertisement in this regard, refers to the process by which organizations declare vacant positions for qualified applicants to apply for the specific jobs. The job becomes more competitive when the vacancy is for a higher position or

when there are a lot of vacancies. Apparently, the advertisement states the necessary information about the company, job description and job specification. Job description refers to job titles, duties and responsibilities of the employees (Manmohan,1998). Job specification entails the education, skills and experience which the employee or applicant must possess so that he could perform effectively in the job. Furthermore, job specification is also called hiring specification which forms part of advertisement indicating the position requirements of a purchasing manager. For instance, the requirements include MSc marketing with second class upper division, minimum of five years' experience and well -developed interpersonal skills. Advertisement of vacant positions enable organizations throw the job open to many persons including skilled workers and incompetent persons. Advertising for employment may be announced in radio, newspaper, social media, television and internet.

- iii. **Unsolicited applications:** These are non- advertised applications where competent employees submit to companies of their choice (Stoner et al.,2007). This application is at the discretion of high performing employees who use their initiatives to apply for employment in reputable organization. After receiving the application directly or indirectly from the candidates, a proper record is maintained for such applications and the candidates may be called for interview whenever the organization need them. For example, in countries that have high rate of unemployment such as Indian and Nigeria unemployed persons sometime overlap and contact the human resources manager to plead for employment as casual workers. Unsolicited application appears to be useful source of recruiting unskilled workers. It does not require any cost for advertising the vacancies. The avenue for granting unsolicited applications occur whenever the products of an organization attract high demand and when there is high absenteeism among the existing employees. Unsolicited application is also the temporary method of hiring cheap labour.
- iv. **Education institutions:** The process of recruiting graduates on the day of convocation or recommendation from the university and colleges. These individuals are hired by organizations based on their academic performers. Most of the beneficiaries are first class degree holders that are very intelligent and the university deemed it necessary to recommend them for immediate employment to companies that requested for such category of brainpowers. For example, governor EzebunwoNyesom Wike in 2021 gave automatic employment to a disabled PhD holder who graduated from Rivers State University. The pronouncement of this employment was made at the floor of the convocation. Several governors often give immediate employment to best graduating students especially in medicine and other professional courses. Furthermore, many high performing organizations maintain a liaison with the universities, colleges, vocational institutes and management institutes for recruitment of various jobs.
- v. **Employment agencies:** These are consultants, government agencies and private organizations that are engaged in recruitment or employment exchange. It is a good source of recruitment for unskilled, semi-skilled and operative jobs. The primary duty of employment agencies is to recruit competent candidates and send them to various

organizations as well as bringing the employers of labour in contact with the job seekers. Employment exchanges also take place in technical and professional areas where the companies approach the agencies to search for qualified applicants for recruitment. Although, the operations of the agencies are within the ambit of the law particularly when there is notification of vacancies to employment.

### **Conclusion**

Staffing is the most vital asset for organization that enables the company to succeed and without skillful or qualified employees, it cannot move ahead in the competitive world. As the requirement of manpower keeps changing and expanding with the activities and additions of new departments or work units. Organization's need to retain and update its employees through redeployment, promotion, placement, and training and development. The managers have to keep a regular watch on the number and placement of the individuals needed by the organization, hence at any point of time, most employees may be retiring, leaving, getting promotion or transferred. Thus, this study revealed that the vacancies created have to be occupied with required workforce that are meticulously screened through staffing process. Strategic staffing enhances productivity, employee satisfaction, and business survival. Furthermore, organizations should hire the right people and ensure that their placement responds to organizational goals. It is also important for organizations to adopt technology staffing approaches that involve data-driven insights to build resilient and improve organizational performance.

### **References**

- Breaugh, J. A (1992). *Recruitment: Science and practice*. PWS-Kent.
- Chandra, S. (1997). *Alternatives approaches and strategies of human resource development*. Rawat Publications.
- Hersey, P. & Blanchard, K.H. (1988). *Management of organizational behaviour*. Prentice Hall.
- Johatch, M. (2014). *Organization theory*. Mehban Publications.
- Manmohan, P. (1998). *Management concepts and practices*. Himalaya Publishing House.
- Mello, J. A. (2007). *Strategic human resource management*. (2nd ed.). Cengage South Western.
- Memoria, C. B. (2000). *Personnel management*. Himalaya Publishing House.
- Nwinye, M. (2019). Career development and organizational performance of firms in food and beverage industry in Rivers State, Nigeria. *Imo State University Business and Finance Journal*, 10(1), 70-84.
- Stoner, J. A. F., Freeman, R. E. & Gilbert Jr, D. R. (2007). *Management*. Pearson Education Inc.