

ISSN NUMBER



9 772339 228130

PROSIDING

Volume 13 | November 2013



SKIM XIII



Simposium Kebudayaan
Indonesia - Malaysia

Tema Utama:

“Inovasi dan Kewirausahaan untuk
Kemakmuran dan Kedaulatan Bangsa”

Diterbitkan Oleh:

Fakultas Ilmu Sosial dan Ilmu Politik
Fakultas Ekonomi dan Bisnis
Universitas Padjadjaran
2013



**STAFFING IN ORGANIZATION: A COMPARATIVE STUDY BETWEEN TWO
NGO'S PERSPECTIVES SITUATED IN INDONESIA & BANGLADESH**

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Abstract

In This paper the term of staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees. 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 are available at right positions and at right time in the organization.

This paper is aimed to discuss Staffing in Organization: A Comparative Study between two NGO's Perspectives located in Indonesia and Bangladesh. First, Friends In Village Development Bangladesh (FIVDB) and second Dompot Dhuafa of Indonesia. This paper tried to pick up differences and similarities of these two organizations regarding staffing.

Keywords: Staffing, Organization, Comparative Study, NGO, Indonesia, Bangladesh.

Staffing in Organization: A Comparative Study between two NGO's Perspectives situated in Indonesia & Bangladesh

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In This paper the term of staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees. 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 are available at right positions and at right time in the organization.

This paper is aimed to discuss **Staffing in Organization: A Comparative Study between two NGO's Perspectives located in Indonesia and Bangladesh**. First, is "Friends in Village Development Bangladesh" (FIVDB) and second is "Dompot Dhuafa of Indonesia". This paper tried to pick up the differences and the similarities of these two organizations regarding staffing.

Key Words: Staffing, Organization, Comparative Study, NGO, Indonesia, Bangladesh.

I. Introduction

Staffing is a term used in the sphere of employment. It has been applied to more than one aspect of the working environment. Staffing has been defined as follows by Heneman and Judge in *Staffing Organization* (5th Edn 2005)

Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.

According to this model: *Acquisition* comprises the recruitment processes leading to the employment of staff. It includes human resource planning to identify what the organization requires in terms of the numbers of employees needed and their attributes (knowledge, skills and abilities) in order to effectively meet job requirements. In addition, the selection techniques and methods of assessment are used to identify the most suitable candidates for a particular job in an organization. <http://en.wikipedia.org/wiki/Staffing>

II. Purpose of the study

The purpose of this study is to find out the Staffing in organizations situated in Bangladesh and Indonesia. Here we will try to dig out theoretical concepts related to staffing like: Requirement, Selection, Appointment/ Recruitment/Placement, Training, Staff Development, Evaluation Staff, Termination etc. Besides these, we will see the practical situation of staffing process within organization..

III. Methodology of the study

This is basically descriptive & field observation study. Descriptive study is a fact finding investigation with adequate interpretation. It is the simplest type of research. It is more specific study as it has focus as particular aspects or dimensions of the problem studied. It is designed to gather descriptive information and provides information for formulation more sophisticated studies. Data are collected by using more approaches methods: observation, Formal & informal discussion, document studies of both organizations. The area of study (on staffing in organization) named Friends in Village Development of Bangladesh (FIVDB) of Bangladesh and Dompot Dhuafa of Indonesia.

IV. Theoretical Framework of the Study

Staffing

"Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees" - **McFarland**

The Importance of Staffing

1. Filling the Organizational positions
2. Developing competencies to challenges
3. Retaining personnel - professionalism
4. Optimum utilization of the human resources

Staffing Process

1. Analyzing Manpower requirements

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

2. Recruitment

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

3. **Selection:** It is choosing the fit candidates from the applications received in the process of recruitment. (Skidmore:1914))

The Difference between Recruitment and Selections

- A. Attracting maximum number of applicants so as to have more options are Recruitment and whereas Selection is picking the best among them.
 - B. Recruitment is known as a positive process as it contains only the process of creating the application pool. Selection process includes rejection and fewer candidates are selected or sometimes even not a single candidate is selected.
 - C. For the process of Recruitment High Skills are not essentials but whereas for the later process, Selection, High Skills are must to select only those who are really fit for the job.
 - D. Output for recruitment process, creating application pool is input for the later process, selection.
4. **Placement:** This may be on probation and on successfully completion of the same the candidate may be offered permanent employment.
5. **Training and Development:** It is concerned with imparting and developing specific skills for a particular purpose. (Skidmore:1914))

Difference between Training and Development

- A. Training is for Non-Managerial personnel, Development is for Managerial personnel
 - B. Technical and Mechanical fields are emphasized in the process of training whereas the idea behind the process of Development is to enhance the conceptual ideas.
 - C. Training is given to the personnel for specific job. Development process is for preparing the personnel for variety of jobs.
 - D. Training is always a short-term process on the other hand development is a long-term process.
6. **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. (Skidmore:1914))

“Friends in Village Development Bangladesh” (FIVDB)

FIVDB is a national NGO working directly in Bangladesh through outreach network. It implements and provides assistance to partners in implementing programs in adult basic and continuing education, primary education, early childhood care and development, health education, livelihood skills training and input and counseling support and microfinance.

Vision and Mission

Mission: FIVDB's mission is to contribute towards educational and socio-economic empowerment of disadvantaged men, women and children.

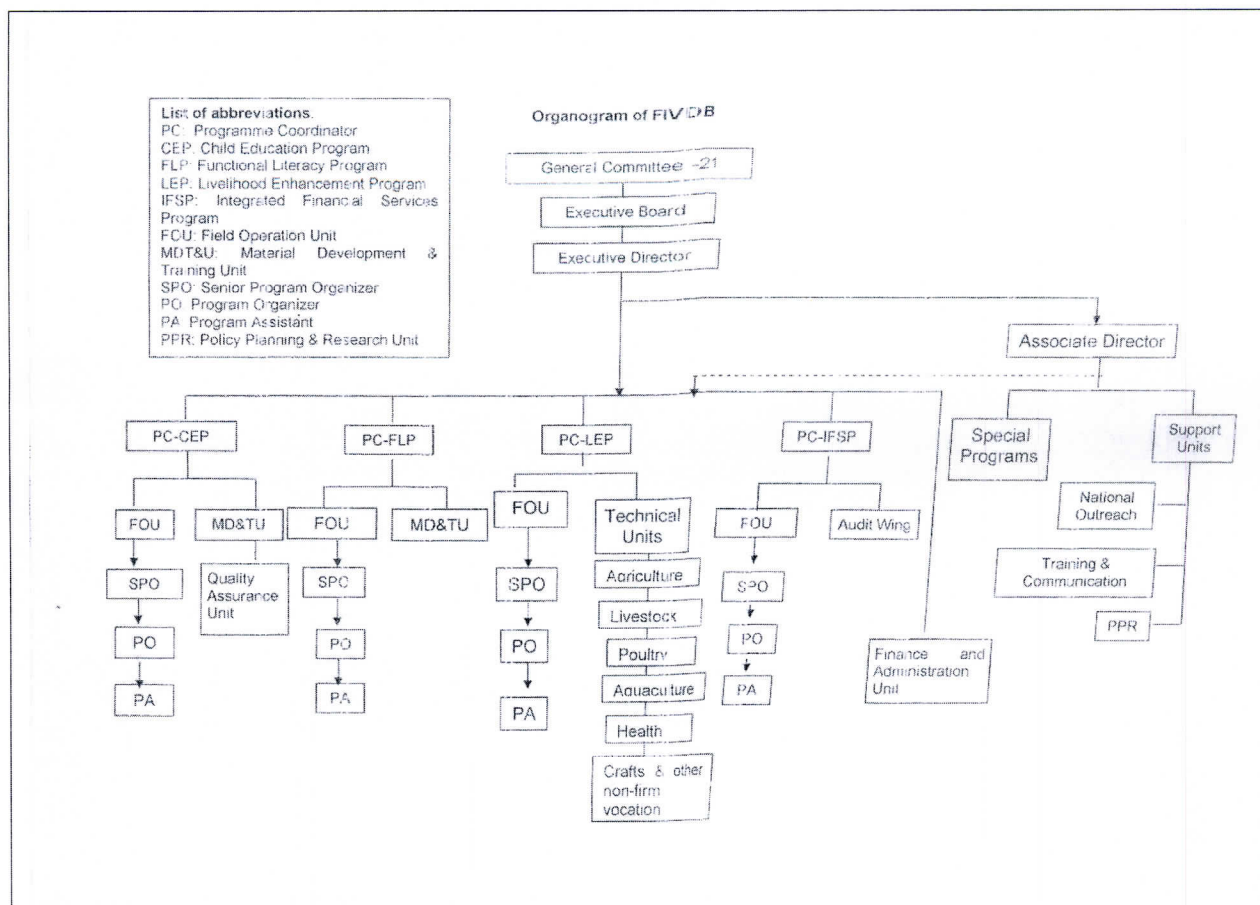
Vision: FIVDB wishes to see the future society as “a vibrant society based on justice, equity, democracy and environmentally sound principles.”

The aims and objects of the organization include

- To assist the village people in all sorts of development activities relating to agriculture, horticulture, pisciculture, animal husbandry, duck-raising and poultry, literacy and functional education, cottage industries, rural credit, cooperatives, irrigation, communication, health, nutrition, sanitation, family planning etc., sports and recreation, and welfare for the different types of needy and handicapped people;
- To provide a field training laboratory for government and non-government institutions where persons in training can have opportunities for field practice in their respective field of work;
- To cooperate with governmental and non-governmental organizations in testing and demonstrating innovative technologies and new methods of work in the above listed area;
- And to provide facilities for doing research on rural development and on the changing social, economic and technical aspects of village life.

FIVDB implements four field programs: Integrated Financial Services, Livelihood Enhancement Program, Functional Literacy Program and Child Education Program. FIVDB also active in lobby and advocacy works on policy reforms mainly through NGO's and CIVIC networks.

<http://www.wiser.org/organization/view/38a636b73c6c284b23927d97264700da>



(FIVDB: 1985)

Dompot Dhuafa

Dhuafa Dhuafa is a non-profit organization that raised the social dignity for the poor by ZISWAF funds (Zakat, Infaq, Sadaqah, and Endowments, as well as other funds are lawful and legal, from individuals, groups, companies /institutions). Dompot Dhuafa built by the collective empathy that comes from many journalists community interact with the poor, as well as frequent conference with the rich.

Vision

the realization of the power that relies on local resources through the justice system

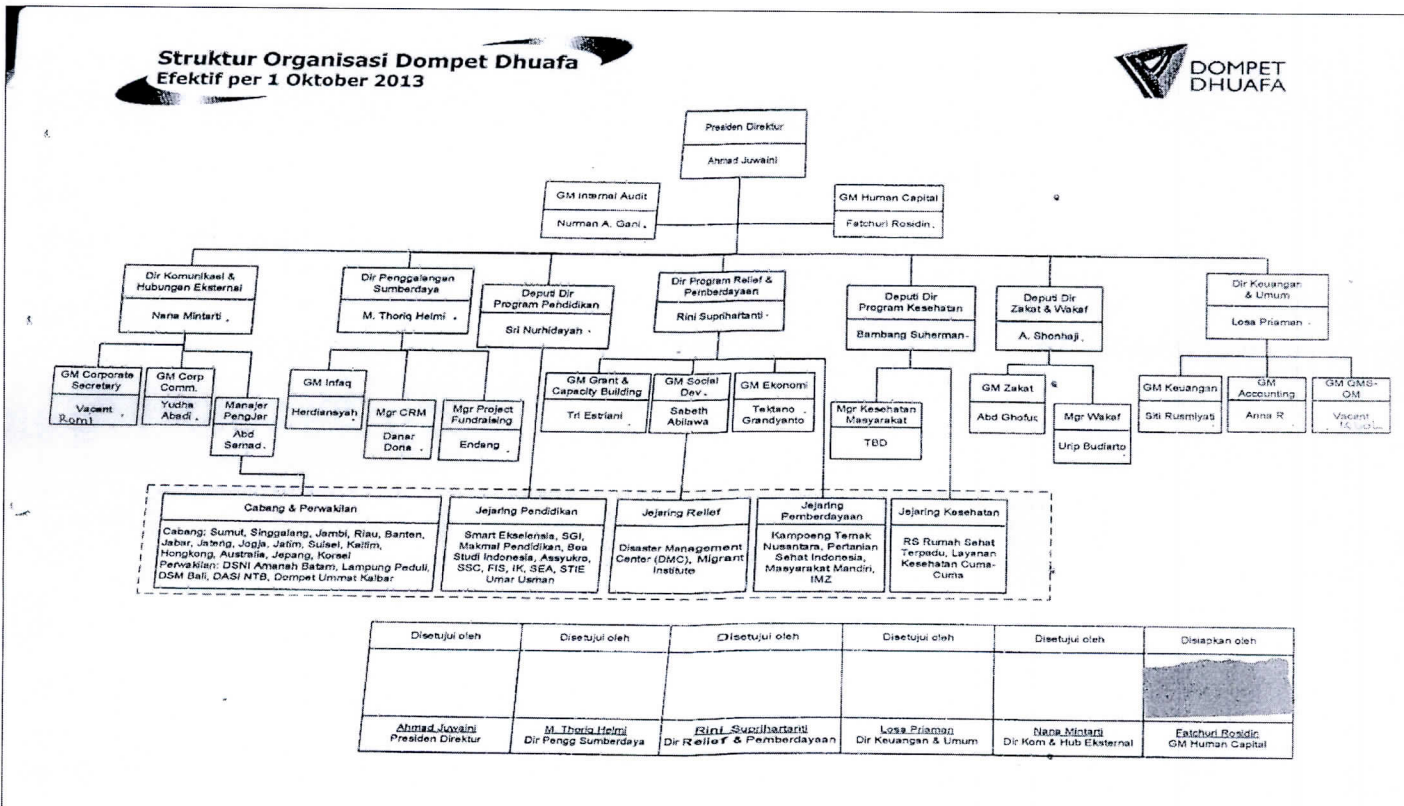
Mission

1. To Build the human values and the self-reliance
2. To Increase the community participation and to support the charitable resources for empowerment

3. To encourage synergistic program and a global network of community development organizations
4. To develop the community assets through equitable economic
5. To develop the charity as an alternative of poverty alleviation

Purpose

1. To encourage the growth of voluntarism and community leadership as agents of change
2. Realization of social change through advocacy for the creation of multi- stakeholder welfare
3. To be a community resource mobilization reliable
4. To optimize the resource mobilization
5. Becoming a World Class Organization based on ZISWAF
6. The formation of an independent cluster network to alleviate poverty
7. Become expert and referral agencies in the Indonesian poverty reduction policies
8. Develop industry and business -based redistribution of assets and to realize business network healthy and ethic <http://www.dompetchhuafa.org/>



(Dompetchhuafa, 2012)

V. Results, Analysis and Discussion

Results

| Staffing Process | Dompert Dhuafa , Indonesia | Friends in Village Development Bangladesh (FIVDB), Bangladesh |
|---------------------------------------|--|---|
| Requirement | <ol style="list-style-type: none"> 1. Website of Dompert Dhuafa 2. Campus Network <ol style="list-style-type: none"> A. Poster B. Leaflet 3. Jobs websites 4. Community Network (Psychology Association)* | <ol style="list-style-type: none"> 1. National News paper 2. Jobs Websites 3. Community Network. (CLC.)* |
| Selection | <ol style="list-style-type: none"> 1. Interview 2. Viva-Voce 3. Psychological Test 4. Model Panel Presentation* 5. Medical Test 6. Contract Sign | <ol style="list-style-type: none"> 1. Interview 2. Viva-Voce 3. Contract Sign |
| Appointment/ Recruitment/Placement | <ol style="list-style-type: none"> 1. Via email 2. By Post | <ol style="list-style-type: none"> 1. Via email 2. By Phone/Mobile |
| Training/ Development Staff | <ol style="list-style-type: none"> 1. In Class 2. Study Tour | <ol style="list-style-type: none"> 1. Basic Training 2. Special Training |
| Evaluation Staff | <ol style="list-style-type: none"> 1. Half-yearly Presentation | <ol style="list-style-type: none"> 1. Monthly Meeting |

Analysis & Discussion

Nature and types of Personnel

In our field investigation there are three types of personnel that recruited by Dompert Dhuafa, Indonesia which are as follows:

1. Permanent Recruitment

Formally in preliminary stage employees are recruiting for a year and after successfully completing his or her tasks & responsibilities with and are judged by the higher authority he or she can be the permanent staff for the organization. And it's a general system for the organization. There are lots of facilities and opportunities for permanent staffs are providing by the organization like: Health Insurance, family & Child help program etc.

2. Project Based Recruitment

There is another recruitment procedure is called project based recruitment and its depending on organizational needs & demand. Normally the time duration of project is three months & maximum one year. In an example: During Ramadan time, Dompot Dhuafa recruits personnel for 1.5 month.

3. Volunteer Recruitment

Dompot Dhuafa is a welfare organization for the community & it's a great contribution regarding disaster management like: flood, earth quack, evaporation, over heat etc. So after disaster Dompot Dhuafa hiring volunteers for certain period of time. (Dompot Dhuafa: 2009)

And in other hand there are two types of personnel are recruitment by Friends of Village development Bangladesh, FIVDB in Bangladesh and they are

1. Regular Employees

Those employees employed in anyone of the designed grade of FIVDB and that the grade is clearly specified in appointment letter. After successfully completing & passed the systematic recruitment procedure of FIVDB someone get the job in FIVDB. And he or she is performing his or her duties and responsibilities in FIVDB for getting the salaries and others benefits from the organization.

2. Contracted Employees

Those employees employed for a particular term under certain contracted and receive their salary and allowances as per agreement.

In an example of contracted employees: FIDVB is an education based NGO in Bangladesh. Their core program is PEP & their main objective is to spread education to the ultra-poor community in Bangladesh. For fulfilling the objective it's making schools

in the remote areas of Bangladesh. And before that they need to survey the particular village for knowing the potentiality of the area & it's called PRA. During PRA, FIVDB permanent staff is working with volunteers recruit for a short duration of time. After PRA volunteer are terminated for their position. (FIVDB: 2009)

Recruitment

Recruitment means to hire people or a group of people who have competence and a certain skill to be able to work with clients or members of other organizations. Recruitment is a continuous process includes: First, A wide range of publications, second, a brief announcement, third, through individual contacts. These are the common rules for any organization through all over the world. Dompot Dhuafa, Indonesia also following same strategies, for a wide range of publications it's using following tools like: Dompot Dhuafa own websites, www.dompetdhuafa.org, and different jobsites in Indonesia like: www.jobsdb.com, <http://www.monster.co.id>, Different Campus networks especially in Universities through posters, leaflet, banner etc. Community Networks like: Fund raising community, Lawyers Associations, and Psychological Association etc. **(Dompot Dhuafa: 2009)**. And full process control over by HRD (Human Resources Development).

On the other hand Friends in Village Development Bangladesh (FIVDB), Bangladesh are following strategies: For field level positions the post should be advertised in one local daily/weekly Newspaper and should be displayed in the notice board of the local institutions. The position may be advertised in a national daily/weekly newspaper if needed. For technical and central management positions the post should be advertised in one national and one local daily/weekly newspaper. Recruitment will be made by the ED or by the committee formed by him for the purpose. Final list of the selected candidates must be approved by the ED. Appointment letters will be issued as per serials contained in final list. (FIVDB: 2008) But in Practical scene FIVDB is circular their advertisement through different job sides of Bangladesh named: www.bdjobs.com, www.prothomalojobs.com, and so on. (FIVDB: 2009)

Selection

From the field investigation we have got that Dompot Dhuafa's are following two system on selection and they are

1. For General Worker

2. For managerial post

For General Worker:

There are simple but systematic procedure are following by the HRD of Dompét Dhuafa. For General worker, HRD team of Dompét Dhuafa are reception of Application through email, by post. After that there is a written exam for the candidates and some of them are qualifying for the viva-voce one who are successfully passed in written exam. Then there is a psychological test for the candidates & it is mentionable that it is a common test for getting job in any organizations in Indonesia though its private or public sector as well. In continuation, there is a medical test for the successful candidates & if there is no major problem during all of the process candidates are requested to sign a contract & preliminary duration is 1 years. (Dompét Dhuafa: 2009)

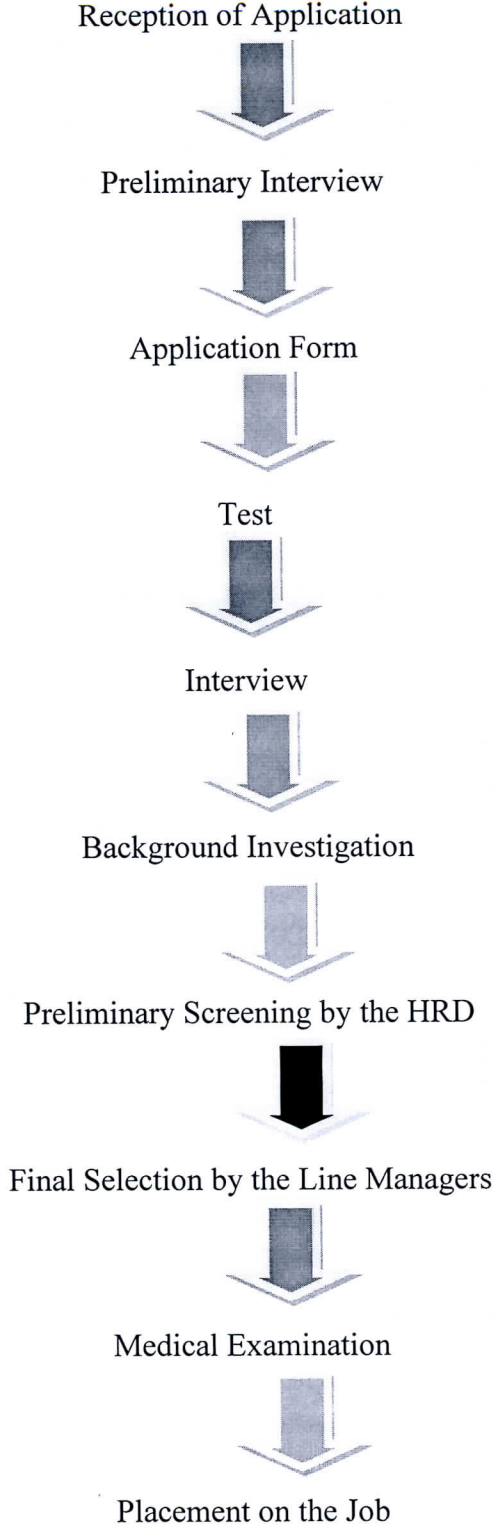
For managerial post

For higher level post, HRD of Dompét Dhuafa are following the same procedure like General Workers (those are above mentioned) & beside these there is an additional procedure named: model panel presentation. *A person or expert is expected to individual presentation regarding his or her own skills regarding any particular issues like : legal, medical, accountant etc.

On the other hand in FIVDB, All newly recruited staff will receive a standard probationary appointment letter and serve six month probationary period. On successful completion of probation, ED/designate will inform the member of staff in writing on the FIVDB letterhead that the appointment is made regular. If the Management is not satisfied with performance during the probation period, it may be extended for a further three months (Nine months in all). At the end of a second probationary period, the appointment must either be confirmed in writing or the person terminated. All newly recruited, probationary staff is to be paid on beginning step of the appropriate scale for the post, specified in the "placement of designation against grade". Only the ED may vary this rule. The ED may waive probationary requirement for exceptionally qualified and/or experienced new recruits. (FIVDB:2009)

Every organization has its own strategies for staff selection. The following flow chart is the common selection process for at most of the organization.

Stages of Selection



But from our filed observation both of organization FIVDB & Dompét Dhuafa are following their own procedure.

Interview Board

ED or his/her Designate should form Interview boards for filling all vacancies, whether by transfer or promotion. Interview boards should be composed of three or four senior staff in the unit, or senior staff from neighboring Units. Where the post is a technical one (officer, Assistant Officer, Engineering, Accountancy), the appropriate Advisory Unit to be formed by ED or his Designate for the purpose must be involved. Interviews must be conducted fairly, with each applicant given an equal chance; each applicant should be treated in the same way. The structure of the interview (e.g. oral, written and/or other test) is for the interview board to decide. (FIVDB: 2009)

Dompét Dhuafa, has personnel committee for staff selection & they are the decision maker for any post of staffing in the organization. The committee is made of board of director & general manager of HRD. Normally the managerial post is recruiting by the committee. And staff level recruitment there is another selection committee is made of General Manager of HRD & Director of particular program. But President Director is the main decision maker of the organization. (Dompét Dhuafa: 2009)

Joining in service

The selected employees of FIVDB must have to join on the day as mentioned in the appointment letter. In case of failure to join on the specific day the selected employee must inform the reason at least 24 hours before the joining date. Joining letter is to be submitted as per specimen letter enclosed with this procedure. But the selected employees of Dompét Dhuafa must have to join on the day mentioned in the appointment letter and if s/he failure to join should be wait for one month to join the orientation ceremony because Dompét Dhuafa is organizing the orientation ceremony one time per month. (Author: 2013)

Training

There is some common training for the employee of Dompot Dhuafa, Indonesia and these are Training on Introducing Amil: Core Value of Dompot Dhuafa, Fikih Zakat, Wakaf, Leadership, and Motivation etc. Without having these there are some special training like ISO 9001 and selected for special personnel of the organization like: Monitoring training for team program, Ilmu Fund Raising for the personnel of fund raising division, Drafting agreement, PBPA for legal personnel, and ECNA/CISCO for Informatics Technologic personnel of the organization.

(Dompot Dhuafa: 2012)

For FIVDB employees there are some common training but component based like employee of CLC are as follows:

1. FLTOT
2. Foundation,
3. Supervision and monitoring,
4. PRA,
5. Fund management,
6. Adolescent. And there are some common training for monitoring associates like: Research Process, PRA, Data Analysis by Excel, etc. (Author: 2013)

Development

For development of personnel of the Dompot Dhuafa there is a systematic activity for the staff and that is assignment to the staff.

All newly recruited staff will receive a standard probationary appointment letter and serve one year probationary period. After successfully completing probationary period he/she have to evaluate by the KPI-Key Performance Indicator for permanent ship. Project & Volunteer based recruitment is depending on place manner and time as well.

Procedure of the assignment:

At first stage there is one month management training for the employee of Dompot Dhuafa, Indonesia. After successfully completing training he or she is sending to the field with associated project for four months. And after field practice four months employee have to sit for the examination.

Without having all of these training & assignments, Dompot Dhuafa has few weekly basis activities for its staffs like: English Language Course, Arabic Language Course for giving potential opportunities for its employee.

On the other hand, the staff of FIVDB (from top to bottom) has to present their monthly report to the higher authority. And personnel development FIVDB has different training, seminar, workshops etc. (Author: 2013)

Evaluation Staff

In Dompot Dhuafa, evaluation staff is based on individual presentation. Every year there are two semester for the employee to present their half-yearly report. Here higher authority judges the employee's skills, abilities & limitations, capacities, strengths & weakness. Psychological test is an important issue is observing here by the experts.

After successfully evaluation the employees are getting their position sometime getting the higher post & sometimes fixed for the present position for learning furthermore.

In FIVDB context employees are evaluated by their monthly, half yearly and yearly report presentation to the higher authority. (Author: 2013)

Termination

There are two meaning of termination first is positive means employees continuing their job up to certain period of time or employees can migrate the job to another organization regarding the contact agreement. .

According to Dompot Dhuafa Constitution, employee is allowed to hold their position up to fifty five years old. And after that he or she is getting legal pension scheme by the organization.

But there is another negative meaning of termination indicates that someone punished by the organization to violet the rules, regulation of the organization. In Dompot Dhuafa circumstances: if someone takes money through illegal way from the organization is suspended for the Job.

In FIVDB also same like Dompot Dhoufa and there are also have Gender Policy as well. (Author: 2013)

Promotion

In the context of FIVDB, Bangladesh, Promotion implies that a vacancy is to be filled from staff on lower grades than that applying to the post. A no objection certificate for promotion applicants is preferable but not essential.

In the context of Dompot Dhuafa, higher management recommendation is vital for promotion like: Program Structure is Director → General → Manager → Supervisor → Staff. So here for promotion of staff director or General Manager Recommendation is vital. Beside this, Individual performances, Presentation are also vital for the promotion. .

Posting/Transfer

The employees of FIVDB could be posted/ transferred to any of the working place of organization. The concerned employee must be ready to accept the new place of job. At the time of leaving the previous working place the employee must fill up the transfer form enclosed herd for due approval of the ED/designate. Transfer implies no change of designation. Only the place of posting is changed. Applicants responding to an advertisement for transfer must have a no-objection certificate from their present unit head. (FIVDB: 2009)

In the context of Dompot Dhuafa, Personnel Committee is responsible for the decision. But the committee is trying to mitigate the program needs and demand as well regarding the issues.

VI. Conclusion

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 are available at right positions and at right time in the organization. In the simplest terms, staffing is 'putting people to jobs' From this paper we have got a simple idea of staffing process in different organization and tried to analyze different terms and conditions regarding the concept of staffing process. For example here we have used two organizational situated in Indonesia and Bangladesh

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ISSN NUMBER

