

EMPLOYMENT

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In all enterprises, one finds buildings well looked after. In order to do this, departments specialize in purchasing, production or processing, selling or distribution. It is not possible to secure the desired profit without taking into account the principal factor: the personnel.

To manage is to organize, direct and control. If one admits the necessity of human capital in the enterprise, one must recognize the urgency of the need of an organization and a rational control of the employment of personnel. And among the problems that every firm must face in the direction of its personnel, employment is not the least.

The manager tries to push to the maximum the use of all the potentials by a multitude of means and procedures, of which the methodical application can often only be made by expert and specialized labour. The worker is not merely a unit of work or a number, he is also a technical capacity, an entity, in brief a human value that must be studied, directed, instructed and controlled, and all this from the first time he enters the factory.

Importance and various methods of hiring

Employment, as Léon Bourdel has written, « is the creation of human collaboration and the choice of the element which renews and animates, it is the call in the unknown, on which may depend the prosperity or failure of the enterprise ».

If the choice of a trade is one of the most important acts of a lifetime, the choice of collaborators is as important for the success of an enterprise, because there is inter-action between the worker and the employer. One must not take less care in choosing collaborators than in choosing a machine or a tool. Since a collaborator is required, it would be preferable to talk about personnel selection.

It is important to proceed to an employment which is adequate from the individual, social and economic point of view.

Everyone is guided in his search for happiness by his tastes, his character, his aptitudes and his individual interests. A methodical selection takes into account these very human factors in assigning a worker to a position for which he

seems naturally fitted. When in a task that suits him and pleases him, a worker is more efficient.

In the social sphere, the selection must take into account the safety of the worker, in avoiding accidents due to incompetence, physiological or psychological state. In the same way, a careful selection prevents the causes which destroy the physical and moral health of the worker by the elimination of the abnormal or undesirable elements, by the rejection of the subjects of which the physical health is not consistent with the requirements of the work to be done. There are also a few misfits, inconstant or unstable, who are also very often a great problem, not only for industry but also for the community, because they become readily factors of disorder and enemies of industrial peace.

We may state that, from an economic basis, a methodical selection of labour has for result a production maintained and increased, more stable employment, a better quality in production, fairer wages and at the same time a decrease in cost price because of a smaller labour turnover.

Various methods of employment

In the empirical system, the first-comer is hired from the impression of the moment. This method is very often at the mercy of many uncontrollable factors. It is superficial, dangerous and often mistaken, because it does not take into account the various things that make up the human factor.

Moreover, one may try to choose a worker because he possesses the qualifications and aptitudes to accomplish his future work efficiently, but without giving him any facility to train himself. Here the incapacity of the worker appears often rather late, making a burden for the enterprise and sometimes a nuisance for the community.

The ideal is to look out for the aptitudes of the candidate in order to better adapt him to his task, at the same time supplying the training and development facilities. Such a method of employment could not be carried out without the use of methods to discover the place where the candidate has the most chance of adapting himself.