

THE IMPACT OF RECRUITMENT AND SELECTION IN NIGERIA

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Abstract

The research is focused on the importance recruitment plays in Nigeria as well as Selection in getting the right Candidates. Care must be taken to ensure that only prospective candidates who are qualified to get employed in an organization. The prospective job seeker should have the right skills ad qualification and also possess good character and clean record. If an error is made at this stage, by way of bringing in a bad character, it could cause danger for the organization because, as the English people would say: "one bad apple can spoil the whole bunch". Recruitment could be seen as the process of finding and hiring candidates for a job opening while Selection is the process of choosing from a pull of candidates the one that fit the best within the organization. The data gathered were analyzed using frequency and percentages. The hypothesis formulated for the study was tested using chi-square method to arrive at the research result. Findings revealed at the research result. Findings revealed that an organization must have good recruitment and selection policies and procedure in place in order to attract qualified employees.

Keywords: Recruitment, Selection, Organization, Skills, Employees

1. INTRODUCTION

Organizations face many challenges in the management of their workforce. It is well known song in human resource management studies that human resource plays a vital role in every organization. But most importantly, the aim of human resource is to bring skills, knowledge and qualification to move the organization forward. This statement emphasized the importance of recruitment and selection in an organization.

In today's environment settings, human resources management plays an important role. The process of an organization depends on how efficient human resource management carries out its recruitment and selection process, which has to do with how the workforce is, managed (Armstrong, 1977).

The significance of effective and efficient human resource management in recruiting and selecting plan should be taken seriously because people who are leaving the organization.

It is a well-known song in human resources management studies that human resources play a vital role in every organization. But the most important, the aim of human resource is to bring in human beings who have the right skills, knowledge and qualifications to move the organization forward. This statement emphasized the importance of recruitment and selection in an organization.

In today's rapidly changing management scenario, human resources management plays an important role. The progress of an organization is depends on how efficient human resource management carry out its recruitment and selection processes, which has to do with how the work force is managed (Armstrong, 1977).

2. LITERATURE REVIEW

RECRUITMENT AND SELECTION PROCESS

By definition, recruitment and selection is the process of searching and obtaining adequate number and quantity of potential job seekers or applicants to enable an organization to select the most appropriate people to fill the vacancy (Abraham, 1998). This is the first step in every human resource management planning program.

Recruitment and selection is not just important where recruitment to management or professional position is concerned. The same principle holds true for all the jobs in an organization. For companies that value the commitment and motivation of all their staff, it makes sense to recruit each person extremely carefully to make sure that they are getting people with exactly the skills, qualities and attitude for which they are looking. If the wrong people are recruited, it could prove expensive for an organization. First they might not be able to do the job, so they will add cost to the organization, second, they may leave and the whole process of recruitment and selection will have to be repeated, with the implication of cost and time. Third, they may have an adverse effect on existing workers (Dessler, 1984).

COMPONENTS OF RECRUITMENT POLICY

1. The policy must focus on the recruitment of qualified people.
2. Ensure that the right candidates are treated as one and with respect.
3. It must give room to things that could make the organization to be successful.
4. It must integrate the needs of the employee with that of the organization.

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5. Good recruitment policy must abide by the provisions of guidelines in hiring.

STEPS IN THE SELECTION PROCESS

For many organizations, the sequence of events in conducting their selection of prospective employees differs. However, the most common method of accomplishing the task follows the order below.

1. Application form and cv,
2. Interviews,
3. Reference checks,
4. Personality tests,
5. Ability/ aptitude tests,
6. Assessment Centre,
7. Medical test,
8. Other,
9. Selected candidates.

RECRUITMENT SOURCES AND METHODS

There are two sources of recruitment for every employee: the internal and external source. The former comprises current employees; the latter comprises potential employees outside the organization. (Fillipo, 1984).

External source of recruitment

When qualified candidate cannot be found in any institute, it is ideal to look into the external labor market. Examples include college graduates, the unemployed and the retired persons. The advantages of an external recruitment are that it gives a wider range of new market; it also gives room for new board as well.

An effective and efficient external search involves analyzing the market, to define appropriate areas, so as to design the best method to be used to reach out the candidates.

Internal source of recruitment

When there is vacancy, the first place to look to fill it is in-house. Most organization has a policy of recruiting through internal source. This could be informing of transfer, promotion, redeployment or demotion. Some advantages of internal recruitment are that it enables one to promote moral and it helps to lower some job cost.

3. METHODOLOGY

The study focuses on two banks used as a study. The population of sample size is made up of 100 personnel, out of which a total number of eighty (80) were brought back. The 80 returned represents 80% of the total number of samples. Questionnaires were administered to the Human Resource Department of the chosen bank.

4. DATA ANALYSIS AND DISCUSSION

The following tables represent the analysis of development data of the respondents

TABLE 1

	Personal data	Number	Score (%)
1.	GENDER: Male	55	68.75
	Female	25	31.25
2.	Age: 25 – 29 years	40	50
	40 – 49 years	24	30
	50 years above	16	20
3.	Marital Status: Single	18	22.5
	Married	62	77.5
4.	Length of service: 0 – 10 years	50	40
	11 – 25 years	25	31.25
	21 years above	15	18.75

TABLE 2

5.	Banks are adopting the best recruitment and selection method that will enable the institution employ qualified people		
	variables	Number	Score (%)
	Strongly accepted	21	26.25
	Accepted	43	53.75
	Undecided	5	6.25
	Unaccepted	6	7.5
	Strongly unaccepted	5	6.25
	Total	80	100
6.	Banks are committed to following the labour laws ruling in the country		
	Response variables	Number	Score (%)
	Strongly accepted	25	31.25

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	Accepted	40	50
	Undecided	4	5
	Unaccepted	5	6.25
	Strongly unaccepted	6	7.5
	Total	80	100
7.	Management of banks appreciate the importance of engaging stars and talents to work in the organization		
	Response variables	Number	Score (%)
	Strongly accepted	23	28.75
	Accepted	33	41.25
	Undecided	6	7.5
	Unaccepted	12	15
	Strongly unaccepted	6	7.5
	Total	80	100
8.	Employing unqualified staff will lead to poor performance in the organization		
	Response variables	Number	Score (%)
	Strongly accepted	32	40
	Accepted	24	30
	Undecided	5	6.25
	Unaccepted	13	16.25
	Strongly unaccepted	6	7.5

Source: Field Survey 2015

From the table above, a total score of 80 respondents, 55(68.75%) were recorded for male while a total score of 25(31.25%) were recorded for female. This shows that male dominate the activities of banks in Nigeria. The table also shows that people between ages 25 – 29years were 40(50%), while those between the ages 40 – 49 years were 24(30%). This is an indication that their information is reliable and dependable.

More also, 18(22.5%) of the respondents are single while 62(77.5%) were married, 40(50%) of the people have spent between 5 – 10years in the bank while 25(32.25%) have spent between 11 – 20years; only 15(18.75%) of the people spent 21years and upwards.

As the issue of if banks are adopting the best recruitment and selection method that will enable the institution employ qualified people, about 21(26.25%) strongly accepted, 43(53.75%) accepted, 5(6.25%) of the respondents were undecided and 5(6.25%) of the respondents strongly unaccepted.

With respect to whether banks are committed to following the labour laws ruling in the country, about 25(31.25%) strongly accepted, 40(50%) accepted, 4(5%) of the respondents were undecided, 5(6.25%) unaccepted and 6(7.5%) strongly unaccepted.

This shows that banks are committed to following the labour law's ruling in the country.

As regards how management of banks appreciate the importance of engaging stars and talents to work in the organization 23(28.7%), strongly accepted 33(41.25%), agreed 6(7.5%) were undecided, 12(15%) unaccepted while 6(7.5%) strongly unaccepted.

This shows that banks appreciate the importance of engaging stars and talents to work in the organization.

With respect to if employing unqualified staff will lead to poor performance in the banking industry, about 32(40%) strongly accepted, 24(30%) of the respondents accepted, 5(6.25%) were undecided and 6(7.55%) of the respondents strongly unaccepted. This shows that employing unqualified staff will lead to poor performance in the banking industry.

TESTING OF THE HYPOTHESIS

H_0 : The employment of stars and talents in an organization does not lead to improved performance.

H_1 : The employment of stars and tenants in an organization leads to improved performance.

From the chi-square test, we reject the null hypothesis since $X^2_c > X^2_{\alpha} 0.05$ i.e $68.49 > 9.488$ and accept the alternative hypothesis (H_1) at 0.95 level of significance.

X^2_c = computed value and $X^2_{\alpha} 0.05$ – table value

The consequence of this decision is that employment of stars and talent in an organization leads to improved performance.

As evidence in the research study, banks in Nigeria has good recruitment and selection policies and procedure that enabled it to employ qualified candidates that add value to the performance of the enterprise.

5. CONCLUSIONS

The essence of hiring qualified and competent employees in an organization cannot be over-emphasized. An efficient and effective recruitment and selection process is very important in the

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survival of every organization. It increased output and provides for better performance. In both developed and developing countries, the importance of human capital cannot be under-estimated. Machinery and equipment in an organization can do nothing in themselves. It is the human factor that makes production possible.

An organization must have good recruitment and selection policies and procedures in place in order to attract qualified employees. Many human resources managers are guilty of one error of judgment. They go on to produce mediocre and pay them peanuts to work in a firm with the hope that, with time, they would send those employees with defective skills to attend a training programme in order to correct the skill deficiencies. They forget to realize that training itself is expensive to an organization. Furthermore, there is low productivity when employees are away to attend training programmes.

The Banking Industry has efficient and effective recruitment and selection policy that enables the institution to higher qualified people to work for the company. They also have continuous training programmes for staff aimed at making them more productive on the job.

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