An Analysis of Encyclopedic Recruitment and Selection Criteria for Organisational Efficiency

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Abstract

*This study took analysis of encyclopedic recruitment and selection criteria for organisational efficiency using United Bank for Africa Plc, Lagos Nigeria as focal point. The analyses of 200 valid responses obtained through a questionnaire that was administered to randomly selected respondents revealed that recruitment and selection criteria have significant effect on organization's efficiency ($X2= 35.723$; $df = 3$; $p<0.05$). The more objective the recruitment and selection criteria, the better the organization's efficiency ($X2= 20.007$; $df = 4$; $p<0.05$). it was concluded that recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises. One of the recommendation was that **i**t is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions.*

Keywords: Recruitment, Organization, Selection, Human Resource, Efficiency.

Introduction

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 1999; Djabatey, 2012). Akin to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right calibre of candidates are identified (Walker, 2009). However, most recruitment and selection processes have elements of subjective judgment inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the

applicants (National University of Ireland, 2006). Experience also shows that a successful appointment can produce results which impact favourably on the wider aspects of organizational life while a poor one can have damaging effects far outside the organization in which it is made. However, the recruitment and selection of employees also provides an opportunity for the organization to present itself in a favourable light (National University of Ireland, 2006). Available literature has argued that the success of the enterprise is directly linked to the performance of those who work for that business. By the same token, under-achievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatey, 2012). It has also been argued that in order for the enterprise to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2012). Thus, recruitment and selection have become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications. Therefore, this study sets to examine the effect of recruitment and selection criteria on performance using Fidelity Bank Plc as population of interest. In order to achieve this objective, we then hypothesized that:

i.   Recruitment and selection criteria have significant effect on organization's efficiency

ii.   The more objective the recruitment and selection criteria, the better the organization's efficiency.

Theoretical framework

This study rests on Human Capital Theory, Resource Based View Theory and Equity Theory. Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their work force to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Boxall (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage.

According to Sparrow et al., (2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer. Finding competent workers is an important organizational

challenge (McEvoy, 1984; Deshpande & Golhar, 1994; Atkinson & Storey, 1994), with the difficulty centering on recruiting and selecting employees with the correct qualifications to help achieve goals (Priyanath, 2006). As further argued in Priyanath (2006) this problem is compounded by the lack of systematic method for recruiting and selecting employees. A systematic recruitment process according to Gamage (2014) involves in identifying vacancies, job analysis, job description, person specification and advertising. As against informal process for recruiting and selecting employees, a systematic selection process involves the recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment (Gamage, 2014).

The Concept of Recruitment

Recruitment is the process of getting the qualified people to carry out a particular task in a well-established organization. The first step in the recruitment process is to decide that there is a vacancy to be filled. Recruitment and selection of personnel into the service is often conducted through series of stages known as the resourcing cycle. The resourcing cycle begins with the identification of a vacancy and ends when the successful candidate is performing the job to an acceptable standard. This can be done systematically using some strategic approach. If, for example, there is a vacancy as a result of exit of an employee from the service, his immediate subordinate may be appointed to fill in the gap. It is only when there is nobody from within the organization to fill in the vacant position that another person may be sought from the outside. The first purpose implies that recruiters should emphasize on retaining the qualified candidates and this can be done by first giving them the job and then motivate them. This is very much necessary because the issue of just employing the right candidate without proper motivation can lead to brain drain and as such the Overall aim of recruitment is defeated. Apart from this the organization, department or ministry in question that is recruiting the candidates should try as much as possible to portray its good image by demonstrating high sense of fairness at the very time of selecting candidates. The candidates should be given equal, fair and even treatment irrespective of ethnic background, religious differences and other sentimental issues. This will definitely give the candidates a feeling that they make the right choice and will try as much as possible to put in their best in achieving the stated aims, goals and objectives. One of the reasons that most employees fail on the job is the fact that they are not fairly treated. Openness, fairness and equity should therefore serve as one of the guiding criteria for recruiting candidates.

Attracting Candidates

It is important to note that after making sure that a vacancy to be filled exists, the next stage in the cycle is the attraction of candidates. This is a very important stage as one of the main purposes of a recruitment method is to produce an appropriate and reasonable number of suitably qualified candidates within reasonable cost constraints noted that: "There is no ideal number of applications and no intrinsic value in attracting a high volume of candidates. Neither is there a single best way to recruit applicants". This means that the nature of how the exercise is to be conducted depends on the nature of the organization in question. It is indeed the responsibility of the chosen medium to ensure that there is sufficient number of qualified candidates from which to make a selection. The choice of the method will however be informed by the availability of candidates – whether they are in shortage or in surplus.

Sources and Methods of Recruitment

From the popular and various academic records it has been ascertained that there are basically two main sources of recruitment open to an organization such as internal and external sources. It is obvious an organization is said to have embarked on internal recruitment when the vacant positions are filled with present employees. This is usually done by promoting people to fill the vacant higher positions. For example where a director resigned, a deputy director can be promoted to fill the position instead of employing a new director. This is a good example of an internal recruitment.

It is also pertinent to note that on the other hand where sourcing internally cannot provide a qualified candidate to fill up the post an external recruiting process needs to be adopted. External recruiting is a situation where the organization cannot meet its human resource needs from within, it decides to recruit people from outside. The methods used in external recruiting include; advertizing, employment bureaus, state employment agencies and university campuses among others. Recruitment requires a sound human resource planning system that includes personnel inventories, forecast of the supply and demand of human resource, action plans and control and evaluation procedures. Before an organization embarks on recruitment exercise, it must be sure of its areas of need, and the number of people required, and the skill or the educational qualification required for performing the job. In addition Breaugh & Starke (2000) insist that "the applicants should be given a Realistic Job.

Preview (RJP)". Thus making the applicant knows what the job he is applying for entails. The reason for this is that sometimes people apply and are employed without actually knowing the real nature of the job they were recruited to do. In some cases, the new employee may be frustrated with the job or may find out that he does have what it takes to perform well on his duties.

Selection

Another important stage of the exercise under discuss is selection. After attracting candidates through recruitment process, the next step is to select from this pool those that will be employed. Selection therefore, is the process of choosing from the pool of applicants, those to be hired by the organization based on the specified organizational requirements. This stage in the recruitment circle is very crucial as it is through this that the employers made decisions on who is the most appropriate candidate to be employed of all the job applicants that has the relevant qualifications (Bratton & Gold, 2007). It is in this stage that the recruiters are very much careful not to select candidates that will be a burden in the workforce.

As noted by Foot & Hook (2005) the key point of selection is how to make fair and relevant assessment, which indicates strengths and weaknesses of applicant". A lot of candidates may apply for a particular position, candidates even though in most cases with same qualification but with different background, different experiences, different affiliations and different attitudes or characters. However, even if all of them are qualified to be offered the job, not all of them are going to get it as such the most suitable candidate is the one to be selected. If this is done, it is an indication that the organization is powerful and has strength. Strength in this sense connotes the ability to do the right thing. This is where most recruiters in the Nigerian bureaucracy are found wanting. Instead of going on the right direction by appointing only those that deserve to be employed, the reverse is the case.

This point is further highlighted by Bratton & Gold, (2007) where they assert that: "recruitment and selection process is based on action between ''applicant and job'', which is dependent on stating a need by an organization, using the most appropriate recruitment and selection techniques and on ''reviewing, evaluating and modifying the recruitment and selection system in the light of experience''. Despite the fact that both activities are directed towards obtaining suitably qualified employees, in which recruitment activities lay the groundwork for the selection process by providing the pool of applicants from whom the selectors may choose. Differentiate the two terms while establishing a clear link between them in the following way: "Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements." This is a clear barking of the views of Gilliland (2001). who emphasized on recruiting only those that will show commitment and contribute to the organizations progress.

In setting out a similar distinction, Nankervis, Compton & Baird, (2002) suggest that: "although the two functions are closely connected, each requires a separate range of skills and expertise and may in practice be fulfilled by different staff members". Perhaps there are certain protocols and processes involved. even though the functions are carried out almost simultaneously i.e. within the same context at the same time, the process involved is conducted bit by bit i.e. in stages handled by an expert in each stage. First of all a written application has to be submitted which must be screened and then be forwarded to the next stage for sorting and filtering and finally selection of the right candidate.

Relationship between recruitment and selection

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011). As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization.

Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso &Taylor, 1999). The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Henry and Temtime (2009) construed recruitment as

the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved . On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori & Aryeetey, 2011). Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014). According to Gamage (2014) the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009). It is also an expensive process to hire someone new into the organization. So it is not something organizations want to put time and money into just to find they have hired somebody who is not suitable. It is vital that organizations get the process right the first time round, because resources are scarce enough as it is. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs (Henry & Temtime, 2009).

Recruitment, selection criteria and organizational performance Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014). Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright et al. (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance. With specific reference to recruitment and selection criteria and organizational performance, Montana and Charnov (2000) in Ekwaoaba et. Al.(2010) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. According to Huselid (1995) it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes, Ndubuisi (2010). For

Gamage (2014) the selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Little wonder that literature such as Terpstra and Rozell (1993) reported of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2007) discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations. Writing on some of the challenges facing recruitment and selection criteria in organizations, István (2010) observed that there are a plenty of techniques used in recruitment and hiring today among which are some methods not accepted by experts universally, or not recommended for the hiring process.

As argued by István (2010), selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques on the basis of their validity, impartiality, scope of usage, and cost. In all, Sinha and Thaly (2013) noted that there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, jobsites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies. The key is collecting real-time recruitment metrics on these recruiting channels to figure out what works best for the company in different situations. The recruiting experience of each company is different and the best way to figure out what works best is to analyze metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha & Thaly, 2013).

Recruitment and selection quality and organizational efficiency The effectiveness of different recruitment and selection criteria of employees has been the topic of research for over 60 years (Sinha & Thaly, 2013). The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job efficiency along with organizational issues such as referrals by current personnel, in-house job postings, and the rehiring of former employees (Zottoli & Wanous, 2000). The study by Sen and Saxena (1997) has emphasized the importance of a quality process during the time of recruitment and hiring given that the right type of labour is hard to come by. In fact, while lending credence to the importance of hiring quality candidates who are hard to find Tendon (2006) warned that talent deficiency is unrelated to huge population. While reporting that recruitment is the only component for attracting and retaining knowledge workers, Unwin (2005) gave significance to the process involved during the time of recruiting and hiring good candidate. Although the study conducted by Subbarao (2006) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. According to Sarkar and Kumar (2007) organizational efficiency is hinged on the approach which the organization adopts in the recruitment and

selection of employees. To this end, Sarkar and Kumar (2007) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013). Vyas (2011) asserted that the current trend is that organizations are looking for methods of reducing the time and effort in the recruitment and selection process. However, Munyon, Summers, Ferris and Gerald (2011) admonished that methods of team staffing should translate to competitive advantages to a firms. In similar vein, DeVaro (2008) demonstrated that recruitment strategies can lead to positive organizational outcomes. For Sinha and Thaly (2013) adopting qualitative system in recruitment and selection has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2013).

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010). Since recruitment and selection involve getting the best applicant for a job (Obikeze &Obi, 2004), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Okoh, 2005). For Mullins (1999) the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants. Bohlander, Snell & Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

Methodology

This study adopted survey research design and structured questionnaire was used to collect data. The research population covered the six (6) main business divisions of United Bank for Africa Plc in Lagos State. The respondents covered top, middle and lower positions workers in marketing and operation sections of the bank. The six (6) business Areas in Lagos State include Ikeja Area, Apapa Area, Idumagbo Area, Lekki Area, Island Area and Victoria Island Area. There are 4,523 full time employees at United Bank for Africa Plc. It is instructive to note that out of the 4,523 full time employees at United Bank for Africa Plc 1,583 (35%) of United Bank for Africa contract employees are engaged in Lagos State while the remainder are engaged in rest of the country. Random sampling technique was used to select every element of the population in the business divisions. A total of sixteen (16) full staff and six (6) contract staff were selected using correspondent serial number selected from the table of random numbers. A total of two hundred (200) copies of questionnaires were administered out of which one hundred and forty six (146) copies were validly filled and returned. Data was analysed using descriptive and inferential statistics. Chi-square was used to test the relatedness of the hypothesis.

Results

The results from the analysis indicated a strong agreement (100%) that the bank has a policy which guides the recruitment activities. Out of the one hundred and thirty respondents (130), 72.3% agreed that the bank recruits immediately positions are declared vacant. However, 53.1% of the participants reported that the bank staff are not always aware of the existing vacancies in the bank. That is, information relating to existing vacancies is not brought to the grapevine by the management. This information gap, according to the result, occurs as a result of non-involvement of employees in making decisions regarding recruitment of staff as reported by 69.2% of the participants. Regarding the question of whether recruitment and selection criteria have significant effect on organization's performance, 46.2% were of the view that recruitment and selection criteria affect the organization's performance. The result further showed that 56.9% reported that the bank encourages the influence of external factors during the selection process. It was also found according to the view of 62.3% of the respondents that the bank does not acknowledge all application letters as a sign of seriousness on its part. Responding to the question whether objective recruitment and selection criteria affects the bank's performance, 48.4% reported that the more objective the recruitment and selection criteria, the better the organization's performance. Furthermore, 69.2% of the participants disagreed that only candidates with relevant skills are considered during the selection process in the bank. This is an indication that in addition to relevant skills, other factors are also considered during the selection process of the bank. On the question of transparency in the short-listing of job candidates, 62.3% reported that the recruitment and selection process is transparent in relation to short-listing of job candidates in the bank. The result on the test of hypotheses showed that recruitment and selection criteria have significant effect on organization's performance ($X2= 35.723$; $df = 3$; $p<0.05$). The more objective the recruitment and selection criteria, the better the organization's performance ($X2= 20.007$; $df = 4$; $p<0.05$).

Discussion

The findings of this study is in tandem with existing information in the literature that recruitment and selection criteria have significant effect on organization's performance. Huselid (1995) observed that recruitment and selection criteria have significant organizational performance effect due to the provision of large pool of qualified applicants: paired with a reliable and valid selection it has a substantial influence over the quality and type of skills new employees possess. Similarly, Gamage (2014) noted that the recruitment and selection practices will determine who is hired, shapes employee behaviour and attitude. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. According to Rauf (2007) Terpstra and Rozell (1993) there is a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures, organisations performance and firm profits. Rauf (2007) further concurred that sophisticated recruitment and selection procedures are positively related to performance in organizations. Accordingly, Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

Conclusions

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises.

Recommendations

1. It is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions.
2. Organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. In view of this, in designing and instituting recruitment and selection criteria quality should not be compromised. This is more so as the right type of labour is hard to come by.
3. Furthermore, given that organizational environment is ever changing, the bank's management is implored to constantly evaluate the bank's selection methods on the basis of their validity, impartiality, scope of usage, and cost.

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