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EVALUATION OF RECRUITMENT, SELECTION AND PLACEMENT PROCESS ON WORKERS PERFORMANCE IN THE FEDERAL POLYTECHNIC, BIDA, NIGER STATE, NIGERIA

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ABSTRACT

Recruitment, selection and placement of human resource is a major part of an organization overall resourcing strategies which identify and secure people needed for the organization to service and succeed. Better recruitment and selection procedure results in improved organizational outcomes. The more effectively an organization recruits and select candidates particularly in Federal Polytechnic Bida, Niger state, the more likely they retain satisfied personnel. In view of the critical importance of the personnel in the achievement of workers performance. This paper therefore attempts to discuss the procedure of recruitment, selection and placement of the Federal Polytechnic staff and the implications for the management of the Federal Polytechnic Bida, Niger state, Nigeria. The paper concludes that it is important to determine the strategy by which the recruit, select and place organization employee and the contingent workforce in terms of their skills and technical abilities especially in the Federal Polytechnic Bida, Niger state, Nigeria.

Keywords: Recruitment, Selection, Placement, Workers' Performance, Organization.

INTRODUCTION

Recruitment, selection and placement 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, selection and placement exercises. Recruitment is the process of attracting the candidates and making them to apply for the job. Selection is the process of choosing an appropriate candidate among the job applicants. Selection process starts after the completion of the recruitment process.

Placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee will have reasonable chance for success. When the best people are selected for the job productivity increase.

Selection is a process for attracting, screening and hiring the right person for the job at the right time and place the candidates, in a suitable position. The process involves various steps and methods, which include establishing job requirements, job posting, screening candidates, selecting and hiring the best candidate and place them based on the designed job description and content in order to ensure their best performance in an organization. This is aptly applicable to the Federal Polytechnic Bida as a technology-based institution. In other for Federal Polytechnic Bida to perform well and achieve its mandate, or compete effectively in the global economy in this era of globalization, the management of the Polytechnic must be in the position to establish and practice recruitment and selection of employees in the best way, that is, without discrimination.

Recruitment is the first step then after selection and placement comes in the employment process.

Recruitment process differs from one organization to others. Employers aim is to choose an appropriate candidate suitable for that particular job. Recruitment is the activity done by the Human Resources in many organizations. Recruitment is the process of attracting the candidates and making them to apply for the job. Recruitment helps create a pool of prospective employees for the organization so that management can select the right candidate for the right job from this pool of available candidates and place them on suitable position. Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities with requisite experience to be successful in the target job. Better selection and placement strategies result in improved organizational performance and in accomplishment of its objectives.

Employee placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee will have a reasonable chance for success. Placement is the determination of the job to which an accepted candidate is to be assigned. Employee placement is important in an organization because it affects the employee's performance.

Every organization is made up of two major components, the human and material resources, without suitable and adequate human and material resources, the objectives of any organization will be difficult to achieve. Human and material resources are input into the system through process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organizations.

According to Adebayo (2000), the functions of a personnel department and personnel manager includes recruitment, selection, training and development, job evaluation and formulation of manpower policies in an organization. In view of the critical importance of personnel in the achievement of the objectives of the workers performance, in public and private organization in Nigeria. Therefore, this paper discusses the meaning, procedure of recruitment selection and placement in the Federal Polytechnic Bida, Niger state, Nigeria.

AIMS AND OBJECTIVES OF THE STUDY

The aims and objectives of this study are:

i. To examine the effects of recruitment, selection and placement process on workers performance in the Federal Polytechnic Bida, Niger state, Nigeria.
ii. To access the association of recruitment, selection and placement process with workers performance in the Federal Polytechnic Bida Niger state.
iii. To ascertain the factors that facilitate recruitment, selection and placement process on workers performance in the Federal Polytechnic Bida, Niger state.

JUSTIFICATION/SIGNIFICANT OF THE STUDY

i. This study is useful in examining the effects of recruitment, selection and placement process on workers performance in the Federal Polytechnic Bida, Niger State Nigeria.
ii. The study shall provide a good insight of association between recruitment, selection and placement process on workers performance in the Federal Polytechnic Bida Niger State.
iii. This study is used to ascertain the factors that facilitate recruitment, selection and placement process in the Federal Polytechnic Bida Niger State.

SCOPE OF THE STUDY

The scope if this study is restricted to recruitment, selection and placement of workers performance in the Federal Polytechnic Bida, Niger State from 2013-2022.

RESEARCH QUESTION

i. What are the effects of recruitment, selection and placement process on workers performance in the Federal Polytechnic Bida, Niger State.
ii. How does recruitment, selection and placement process and workers performance in the Federal Polytechnic Bida associate with one another.
iii. What are the factors that facilitate the role of recruitment, selection and placement process, in the Federal Polytechnic Bida, Niger State

LITERATURE REVIEW

CONCEPTUAL FRAMEWORK

Recruitment is an important process in the success of any organization particularly in public and private organization. It involves a number of issues. First, there must be determination of the projected number of positions to be filled in an organization. This is on the basis of required number of personnel, needed in the organization.

The personnel department has the support and expertise of employment specialist who assist the recruiting officer with the procedure to ensure that the management are making wise decision in the recruitment processes. Singer (1990) and Ojo (1998), sees recruitment as a process of actively identifying, potentially qualified employee and encouraging them to apply for position in the organization. Aminu A.A (1995), stated that the main purpose of recruitment is to provide an organization with a pool of potentially qualified candidate to select from.

Sheila M. Reoux et al (1999), sees recruitment as the process of identifying and attracting potential candidates from within and outside the organization to begin evaluating them for future employment. Once candidate is identified, an organization can begin the selection process. This includes collecting, measuring and evaluating information about the candidate's qualifications for specific positions.

Stuart Greenfield, (2009), a contributor to the American society for public administration, sees recruitment process as the best way to achieve success of any organization, he further stated that implementing more effective process to recruit candidates and select the best and the brightest will improve one's ability to meet the organizational human resources needs.

Gomez-Mejia, Balkin and Candy (2004), Also described recruitment as the process of generating a pool of qualified candidates for a particular job. The process involves determining the characteristics required for effective performance and then measuring applicant on these characteristics similarly Olalekan (2009), noted that the aim of recruitment is to attract qualified job candidates. He further stressed that in order to avoid waste of fund, recruiting efforts should be targeted solely at applicant who have the basic qualification for the job.

Recruitment individuals to fill a particular post within an organization can be done either internally by recruitment within the firm or externally by recruiting people from outside. Internal recruitment could be done by encouraging the current employees to apply for the positions within the organization, such recruitment gives the staff opportunity to move into firms of more desirable jobs, which may also create further openings that will require to be filled particularly federal polytechnic staff who are mostly on full time basis.

According to cable and Judge (1996), organizations use internal job posting and employee referral to recruit and these relatively easy and inexpensive ways to identify candidates both

inside and outside the organization. Internal job posting programmed according to them, are also an excellent method of providing promotion opportunities for employees and minimizing employee complains of unfair treatment and discrimination.

Aminu (1995), noted that quite number of potential employees with the ambitions of changing their jobs exist, but with the opportunity that most of the personnel department exploit is attempting to fill the vacant position within the organization, by doing so it will help the organization to utilize their own personnel in filling the vacant positions before recruiting from outside the organization.

The internal sources of recruitment can be done through any of the following:

(i) Transfer
(ii) Promotion
(iii) Recalls from layoff and reorganization of the organizational chart and demotion.

Recruitment can also be done through external sources, in this: opening may be advertised on both print and electronic media as well as on the internet.

External source makes it possible to draw a wide range of talent and provide the opportunity to bring new ideas and experience into public organization. According to Boone and Kurtz (1984), external recruitment can be done through:

(i) Unsolicited Application
(ii) Advertisement
(iii) Employee Agencies
(iv) Professional bodies and also through recommendation.

External sources of recruitment are more costly, the organization may end up with an employee who proves to be effective in practice.

Liberman (1959), Jenkinson and Neave (1980), and Brocke (1997), stressed on the effective recruitment of public and private employee, and further emphasized on the careful control over recruitment should be considered when recruiting qualified candidates.

SELECTION

Selection is part of the recruitment process, it involves screening of candidates in order to identify from those coming forward, and the individual must likely to fulfil the requirement of the organization. Torrington and Hall (1991) see selection as one of the most difficult procedures of recruitment due to interest. Similarly, Drucker (2001), sees selection as the process that represent the final stage of the decision. Making in the recruitment process. He further explained that a wide range of technique is available to assist in carrying out selection which include among others, the interview, test and references.

Selection as a process of screening of candidate may involves going into records, datasheet and curricular vitae (CV). Testing may be introduced to examine the quality of human resources relevant to perform available jobs or the task. According to Olulekan (2006), some of the test usually used in selection of human resource are aptitude test, achievement, vocational interest and personality tests. The final stage of the selection process is what may be called the decision and offer employment. Normally, a decision is made to offer employment to the most suitably qualified candidates after completion of the entire screening exercise.

Hogan (1991), noted that selection findings indicate that more organizations with highly effective selection systems experienced higher employee outcome. He further stated that organization with effective selection system appears better to identify and select employee with right skills and motivation and to succeed in available position as well as in the organization.

PLACEMENT

Placement is the process of putting people into certain position who have been selected for the job. Once a letter of employment has been given, the next stage is to place the newly recruited staff into their area of specializations. The public officers then take over to find out the area of the candidates' skills and knowledge, can be suitable. Egunyomi (2000), stressed that what is critical is that newly recruited candidates should be objectively placed in order to get the desire outcome.

Most organizations placed their newly recruited staff on temporary and probationary appointment for a period of time usually for the period of one year, at the end of this period, appointment could be confirmed if the performance of the newly recruited staff is satisfactory.

THEORETICAL FRAMEWORK

RESOURCES BASED VIEW (RBV)

Resource based view of Barney (1991) suggest 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 workforce 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 criteria. The theory maintained that the major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. 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 anytime, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. The resource-based view suggests that sustainable competitive advantage is attainable when firms have a human resources pool which cannot be imitated or substituted by rivals. According to the resource-based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resources base thinking.

In relative terms Boxall (1996, 1998) cited in Armstrong (2009) reveals that public organization which recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes (1996, 1999) that a difference should be established between human capital advantage and human process advantage. The former results from employing people with competitively valuable knowledge and skills much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. In which case, the use of the human resource management systems is necessary for public organization to gain a competitive advantage as also argued by sparrow

et al., (2002) cited by Armstrong (2009) that, technology and capital can be acquired by most public organization anytime, 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. The company's HR practices would therefore, need to emphasize "selection highly skilled individuals"

Public organization should consider recruitment as a key tool to achieve the overall business goal because, according to Boxall & Purcell (2008), the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly.

This is one case of how the HR strategy fits with the competitive strategy. Catano et al., (2000) cited by Cole (2005) stress that employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes required to successfully performing the job most effectively. To them, recruitment and placement procedures should yield the best qualified candidates within the context of agreed -upon equity programs.

Resource Based View (RBV) of Barney (1991) review his assertion that firms should constantly evaluate their workforce to ensure that they have the right people, with right skills in the right places to ensure sustain objective goal of organization.

Armstrong (2009) reveals that public organization should recruit and retain exceptional individual to have the capability of generating human capital development in organization.

My View

If an organization can recruit professional, experience and talented employee, there is possibility of high turnover.

Research Methodology

A survey approach was used for the study with a view to gather sufficient primary data. The population of this study comprised employees of federal polytechnic, bida, niger state.

The staff strength is 1,806.

I have chosen 150 staff as my sample determination. As a researcher this study adopt simple random probability. Staffs were interviewed in regards to how they rate the performance of these three factors in their sector.

The data analysis used in this study are statistical analysis rating through graphical representation of the three factors.

Statistical Analysis Rating

Table 1: Performance and Rating of Recruitment, Selection and Placement

Variables	High	Low	Mean	Ranking
Recruitment	540(46.8%)	208(23.9%)	376.5	1st
Selection	364(33.8%)	142(11.9%)	253.4	2nd

Placement	293(30.2%)	213(18.2%)	250.5	3rd
Total	**1197**	**563**	**880.0**	

The table above described the statistical implication of the data collected during this research work. From the statistics, it is clear that frequency, percentage, mean and ranking was used to ascertain which of this practice is having more priority as apply by the staffs of federal polytechnic, bida, niger state. From the result this reveals that majority of the staffs have much interested in recruitment than selection and subsequent placement in the mean as recruitment scored 376.5 with high rating percentage of 46.8% and a rank 1st, followed by selection with mean score of 33.8% 2nd rank and placement has the least in all areas. From ongoing results, working have seems to be the root of some major problems associated with the organization as they pay no much interest in following duly the process of good recruitment, which requires that selection have to be made first before recruitment, and then placement.

Fig. 1: GRAPHICAL REPRESENTATION OF THE THREE FACTORS

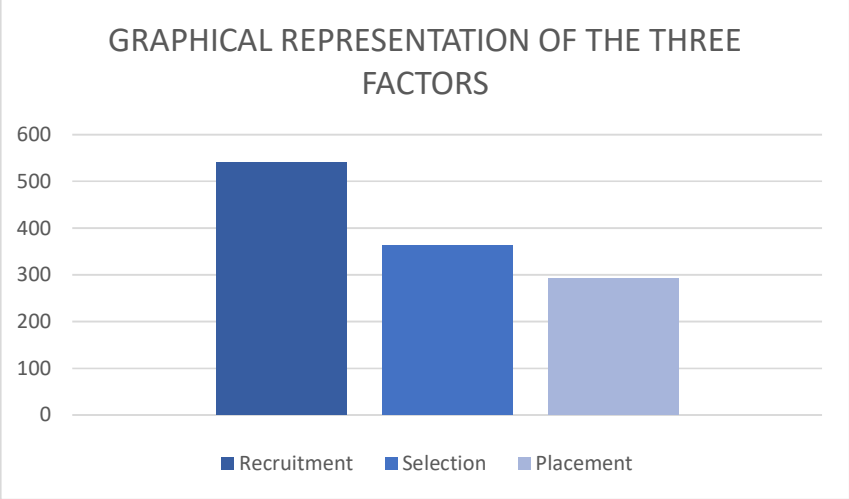


Figure 1 above describes the graphical representation of the nature and behaviour of the data. From the figure it can be seen that recruitment have the highest points then followed by selection and then placement.

RESULT/FINDINGS AND DISCUSSIONS

Looking at the results of statistical analysis, workers have seemed to be the root of some major problems associated with the organization as they pay no much interest in following duly the process of good recruitment.

Most members of the recruitment panel are corrupt by receiving bribe with some candidate which are not qualified in other to be selected and place in an organization,

In this case, selection have to be made first before recruitment and then placement in other to avoid choosing a wrong candidate.

SUMMARY AND CONCLUSION

Recruitment, selection and placement are processes that are critical to the accomplishment of any task of any organizations. Appointment of qualified and competent personnel's appointment through the diligent observation of fair and transparent procedure ensure the success of organization. This is because once the procedure of recruitment, selection and placement has been adopted in the sector; it will motivate the workers' performance.

Better recruitment and selection procedure results in improved organizational outcome. The more effectively organization recruitment and selections of candidates is, the more likely they are to hire and retain effective personnel. Therefore, the starting point to improve workers' performance is to get qualified and interested staff through competitive fair and objectives recruitment and selection procedure.

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