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# STAFF RECRUITMENT AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE

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## ABSTRACT

*This paper empirically examined staff recruitment and its effect on organizational performance. In doing this, the sources of labour market; factors that could affect labour market; and the usefulness of adequate identification of labour market sources for the enhancement of organizational performance through effective staff recruitment were identified and discussed using the Z-test population proportion (two samples), with a 95 percent confidence level. The findings showed that for organizations, whether in the public or private sector to achieve its goals and objectives of profit maximization in the private sector and efficient provision of social amenities to enhance the standard of living of the people in the public sector, the issue of adequate identification of labour market sources from where competent staffs could be secured within a short time to carry out the work of the organization without disrupting the smooth running of organizational activities, must be taken with all seriousness. Organizations must strive to evolve internal staff training and development programme for their staff to enhance their performance.*

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## INTRODUCTION

It is now the general belief of organizations whether in the public or private sector that for its goals and objectives to be realized, there is need for it to have competent staff in its employment. These competent staff required by the organization to achieve its goals and objectives are sourced from the labour market. The more unique a profession is, the more competitive it is in the labour market to source by organizations in terms of time and money.

[The usefulness of proper identification of labour market sources to the organization in the area of effective staff recruitment to bring into it competent staff that will enable it achieve its goals and objectives cannot be overemphasized, this is because adequate labour market sources has the ability of saving the organization from

short term draw-back of making it impossible for the organization to get immediate replacement of staff that has to perform a sensitive and immediate task that is left undone as a result of sudden resignation or leave of absence. The non-identification of adequate labour market sources therefore is capable of disrupting the smooth running of organizational activities. As observed by **Torrington and Hall (1998)** that there is always a need for the replacement of employees in the organization for reasons of resignation and the likes and those with unfamiliar skills which business growth makes necessary. In a situation where new equipments are brought into the organization, and there is a sudden resignation of staff that handles such equipments; if there is no immediate sources of replacement, this is enough to deny it of achieving its goals and objectives of profit minimization in the private sector, effective and efficient provision of social amenities to enhance the living standard of the people in the public sector.

**Olowu and Adamolekun (2002)** pointed out that the increasing assertiveness and visibility of customers in the delivery of goods and services by organizations, whether in the public and private sector of the Nigerian economy, has made it even more essential to secure and manage quality human resources as the most valuable resource in any organization.

**Castetter (1992)** observed that the extent to which labour market sources can be cultivated to locate potential recruits depends to a considerable degree on recruitment policy and plans of the organization concerned. He argued that if the recruitment effort is to succeed, the organization must produce a pool of applicants well in excess of the number of openings, other-wise, a selection process exists only in name.

This paper therefore seeks to point out the sources and usefulness of adequate identification of labour market in the enhancement of effective staff recruitment in the realization of organizational performance.

## **STATEMENT OF PROBLEM**

The identification of adequate labour market sources no doubt is part of the important functions of the human resources department, whether in the public or private sector in their contribution to the successful realization of the goals and objectives of the organizational performance.

To what extent therefore has organizations given adequate attention to this important function of the human resource department, of adequate identification of labour market sources in enhancing effective staff recruitment, in the realization of the goals and objectives of organizational performance? Is adequate



identification of labour market sources by organizations of any usefulness in its drive for urgent and quality of staff recruitment in the realization of organizational goals?

### **OBJECTIVE OF THE STUDY**

The objective of this paper is to find out whether the adequate identification of labour market sources in the desire of organizations to bring about high performance through its staff is of any usefulness.

The outcome of the findings will be of immense benefit to organizations, in the realization of its goals of profit maximization in the private sector, effective and efficient provision of social amenities to enhance the standard of living of the people in the public sector, in the need for maintenance of adequate labour market sources.

### **RESEARCH HYPOTHESIS**

This paper hereby hypothesized as follow: and this is stated in null form.

**Ho:** That adequate identification of labour market sources has no significant relationship with effective staff recruitment and hence organizational performance.

### **RESEARCH METHODOLOGY**

This paper used the survey method by means of questionnaires to the respondents made up of 100 Management and Senior staff from the Human Resource Department of four private sector organizations; made up of two commercial banks and two manufacturing industries based in Lagos.

### **SAMPLE SIZE**

The study was based on a sample size of 100 respondents; made up of five management staff each and twenty senior staff each from the department of human resource of four private sector organizations based in Lagos. These organizations are: First Bank Nig. PLC; United Bank for Africa PLC; Guinness Nig. PLC; and the Nigerian Breweries PLC.

### **SAMPLING TECHNIQUE**

A simple random sampling technique was used to administer the questionnaires to the twenty management and eighty senior staff of the department of human resource of the four organizations.

## SAMPLING FRAME

The sampling frame for this study was the staff list of the various organizations where the questionnaires were administered.

## METHOD OF DATA COLLECTION

Questionnaires were administered to respondents and in addition to the historical method adopted.

## PROCEDURE FOR DATA ANALYSIS

The Z-test of population proportions (two samples) was used to test for significant differences between the two populations' proportions of the management and senior staff of human resource department of the private sector organizations named above. This is to find out the reaction of both populations as regard the usefulness of the identification of adequate labour market sources on effective staff recruitment for organizational performance with a 95% confidence level.

The formula is as follow: (Ogbeide, 1997).

$$(i) P1 = \frac{x_1}{n_1}, \quad P2 = \frac{x_2}{n_2}, \quad X1 \& X2 = \text{Those in favour, } n1 \& n2 = \text{Sample size, } P1 \& P2 = \text{Population}$$

$$(ii) Dp = P1 - P2, \text{ Where } Dp = \text{difference in populations}$$

$$(iii) \text{ sp- } p = \sqrt{\frac{p_1 q_1}{n_1} + \frac{p_2 q_2}{n_2}}, \text{ Standard error of population difference.}$$

$$(iv) \text{ Confidence interval.}$$

$$C1p1 - p2 = (p1 - p2) \pm Zcl (Sp1 - P2)$$

## THEORETICAL FRAMEWORK

The theoretical framework that guides this study was the Max Weber ideal type bureaucracy theory. Edward, Wattenberg and Lineberry (1996) observed that the classic conception of bureaucracy was advanced by the German Sociologist, Max Weber (1865 – 1920). According to Weber, bureaucracy is a 'rational' way for a modern society to conduct its business devoid of sentiment. Weber pointed out that bureaucracy depends upon certain elements: hierarchical authority structure in which power flows from bottom up; task specialization;



extensive rules which allow cases to be handled similarly instead of capriciously; merit principle in which entrance and promotion are awarded on the basis of demonstrated abilities rather than on 'who you know'; impersonality, so that all clients are treated impartially. **Hinckley and Goldman (1990)** observed that when the term bureaucracy is used, it means a form of organization characterized by specialization, hierarchy, detailed rules and procedures and impersonality for the purpose of achieving the set goals and objectives of the organization. **Janda, Berry and Goldman (1997)** observed that bureaucracy actually means any large and complex organization whether public or private sector in which employees have specific job responsibilities and work within a hierarchy of authority.

**Berman and Murphy (1996)** see bureaucracy as a large and complex organizational system in which tasks, roles and responsibilities are structured to achieve the goals and the objectives of the organization whether public or private sector. They argued that the purpose of bureaucracy is to improve efficiency, and that efficiency could be promoted in three ways: specialization – means that specific tasks should be delegated to individuals whose training and experience give them the expertise to execute them; hierarchy – means a clear chain of communication and command running from the executive director at the top down through all levels of workers; set of formal rules – means clearly defined procedures governing the execution of all tasks within the jurisdiction of a given agency.

The elements of bureaucracy which include: specialization, formal rules and hierarchy as designed by Weber's ideal bureaucracy to improve performance in the organization could actually lead to the retardation of the organization that it is meant to improve when proper care is not taken to implement these elements in the organization. Inefficient staff have actually hidden under the cover of hierarchy, specialization and formal rules to create bottle-neck in the smooth running of organizational activities by not carrying out a specific assignment at the time it was needed, all in the name of waiting for instructions from above.

## **CRITICISM OF THE WEBERIAN MODEL OF IDEAL BUREAUCRACY**

Warren Bennis as cited in **Rao and Narayana (1989)** pointed out some short comings of the Weberian model of bureaucracy that it does not take into account the informal relationships between individuals working in the organization; its system of control and authority are hopelessly outdated; it does not possess adequate means for resolving differences and conflicts between ranks and most particularly between functional groups; due to hierarchical division of authority,



communication process tends to be slow and is often distorted; and by encouraging conformity to rules and regulations, bureaucracies leave nothing for original or innovative behaviour, as a result, it finds coping with change difficult. In spite of the above criticism, Max Weber ideal type bureaucracy has helped in no small measure to put forward to organizations whether in the public or private sector of what to look up to for a better performance in the achievement of its goals and objectives.

## **SOURCES OF LABOUR MARKET FOR ORGANIZATIONS**

In identifying the labour market sources from where organizations can procure competent staffs with which to achieve its goals and objectives whether in the public or private sector, **Carrell, Elbert and Hatfield (2000)** observed that the most common source of labour market open to organizations where staffs can be recruited is among the unemployed in the society. They pointed out that these categories of people can be contacted easily through direct application, employment agencies and by advertisement either on the Internet, Radio, TV, Newspapers and Magazines. In addition, they pointed out other sources of labour market from where organizations can recruit competent staff to meet its needs as follow:

1. **Part-time employees** – These are people who are ready to offer their service on a fixed amount for a period of time depending on the arrangement. They argued that part-time employees have been discovered to be less expensive than the full-time employees to the organization, particularly where the part-time staffs are as competent as the full-time employees. They pointed out that part-time workers saves the organization from incurring expenses like; leave allowances, medical bills for family of staff, payment of gratuity and pension to retired full-time staff. They observed that part-time staffs are more enthusiastic for jobs that are traditionally boring and routine than the full-time employees because the part-time staffs do not have to face constant repetition, day after day for long periods of time.
2. **Underemployed** – These are individuals who though in full-time employment, feel they are under-employed because their jobs are unrelated to their interests and training. Although, people in this category may not be necessarily looking for jobs, but may want to be recruited by another organization because they would prefer jobs more in line with their training, skills and interest.

3. **Pirating** – This is a situation whereby one organization become aware that a particular individual or group of individuals in a particular organization can best handle an aspect of a task in its own organization, may decide to go for such a person or persons with a view to bringing them into its own organization as employees. This happen where an organization does not feel it necessary to develop and train its own staff in that particular field, either because of time or the huge financial implications involved. In this wise, staff so recruited in this way, (pirating) are usually paid higher remuneration in the new organization than the original organization that they belong.
4. **Redeploying** – This is a situation whereby organization move its staff from one section of the workforce to another section. This may be as a result of over staffing in that particular section, or have been able to study the staff involved over a period of time and discovered that the staff so redeployed can best function in that new section, instead of engaging fresh employees to do the same job.
5. **Older workers** – This is a situation whereby organization decides to bring into its workforce, older workers who may be between the ages of 45 and 70years old. The advantage of this, is that it saves the organization time, energy and money it would have taken to train competent hands in that particular area, decides to engage older workers who are already vast in that particular field, as a result, operation can commence almost immediately without the delay of lack of competent hands to carry out the needed operations.

Another labour market source open to the organization, if its goals and objectives are to be realized are the very staffs of the organization. **Cole (2002)** pointed out that “the human resource managers will always have to be aware of the need to persuade certain key employee with particular skills and talents to stay with the organization” he pointed out that the staff persuasion may be achieved by offering better resources, greater job challenge, promotion or financial incentives to the individual staff involved to enable them put in their best to realize the goals and objectives of the organization.

In pointing out the sources of labour market open to the organization, **Quible (1996)** observed that recruitment of employees into organization can be done from two major sources – Internal and External. He argued that the internal source consists of: employee referral, promotion from within and data banks. And the external sources consist of: unsolicited applications, placement services,



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professional organizations, employee leasing, public employment agencies, private employment agencies, temporary help agencies, advertising, educational institutions and resume data banks.

In addition to the internal and external labour market sources, **Quible (1996)** observed that an organization can also use what he called '**Out-sourcing**' to get its job done effectively. He refers to the 'out-sourcing' as a process whereby the organization turns over certain of its functions to an outside agency in form of a contract that has the specialization necessary to perform those functions very well. Some of the functions he pointed out include: providing employee, equipment supplies, office services, food service, security, computer processing, mail room, records management, and health and wellness services. He argued that organizations derive advantages from the out-sourcing method like; cost reduction, prevention of over-staffing, enhancement of quality of work process and saving of administrative over-head.

#### **USEFULNESS OF THE IDENTIFICATION OF ADEQUATE LABOUR MARKET SOURCES TO THE ORGANIZATION.**

Establishing the usefulness of adequate labour market sources through which competent staff can be recruited to meet the needs of the organization, in its quest for high performance, whether in the public or private sector, **Bartol and Markin (1998)** observed that internal work-force of an organization changes. They pointed out that these changes in the work-force of the organization is brought about by staff retirements, resignations, terminations, death and leave of absence which frequently cause major shifts in the need for human resources in the organization. They argued that in order for organizations to retain greater flexibility in staff recruitment, it makes use of '**contingent workers**' to keep the system going without obstruction. They referred to 'contingent workers' as part-time workers and those hired on a temporary or sporadic basis to handle areas of fluctuating demand or changing needs that cannot be handled by the organization's full-time staff at least in the very short-run. By so doing, the smooth running of the organizational activities to achieve the goals and objectives of the organizations of profit maximization in the private sector and efficient provision of social amenities to enhance the living standard of the people in the public sector is assured.

The identification of adequate labour market sources from where organizations can attract competent staff within a short notice, without disrupting its activities is a strategy for organizational performance. **Armstrong (2000)** observed that "employee resourcing strategy contributes to both the formulation



and implementation of business strategies”.

## **FACTORS THAT COULD AFFECT THE GENERAL LABOUR MARKET**

The labour markets of any nation are the totality of the human resources available and are ready to work. The supply of labour to organizations whether in the public or private sector is influenced by the prevailing circumstances in that society per time. **Cole (2002)** pointed out some factors that could affect the general labour market in any nation as follow:

1. **Economic slump or boom** – where there is slump in economic activity with its associated high level of unemployment, it become easier for employers to hire labour at their terms – cheaply. Conversely, where there is economic boom, there is bound to be demand for more manpower to do the job that will enhance the achievements of the goals and objectives of the organization of real profit maximization. In a situation like this, it becomes the employees’ market, particularly for the highly professional people. Employers regard the labour market at this point in time as difficult.
2. **Social factors** – In a situation where skilled manpower is few or where there is social unrest in the society, the few skilled people will prefer to take up jobs abroad to the detriment of their native country, by so doing deny local organizations the much needed skilled manpower that would have enhance the realization of the goals and objectives of the local organizations. In a situation like this, employers are bound to pay heavily in terms of time and money to acquire the little skilled manpower available.
3. **Political factor** – Labour market can either be favourable to organizations or not based on political considerations of government legislation, level of state benefits, taxation policies of government and political instability in the society. Where there is political instability, less emphasis will be placed on acquiring labour by organizations.

## **DATA PRESENTATION AND ANALYSIS**

This section contains the answers obtained from the questionnaires administered to the respondents; made up of 100 management and senior staff of the department of human resources of four private sector organizations in Nigeria based in Lagos, on the usefulness of the identification of adequate labour market sources in the enhancement of staff recruitment for the realization of organizational performance.

Some of the questions asked are:

1. Do you support the view that adequate identification of labour market sources can enhance effective staff recruitment and hence lead to organizational performance? Yes ( ), No ( ).

Yes = 75 for senior staff, and 15 for management staff

No = 5 for senior staff, and 5 for management staff

2. It has been argued that the training and development of internal staff is the best way for organizations to achieve their goals and objectives, do you agree with this view? Yes ( ), No ( ).

Yes = 77 for senior staff, and 18 for management staff

No = 3 for senior staff and 2 for management staff

### STATISTICAL CALCULATION FOR HYPOTHESIS ONE

#### Senior Staff

$$x_1 = 75$$

$$n_1 = 80$$

#### Management staff

$$x_2 = 15$$

$$n_2 = 20$$

Calculate the proportion difference between the two samples.

$$p_1 - p_2 = \frac{x_1}{n_1} - \frac{x_2}{n_2} = \frac{75}{80} - \frac{15}{20}$$

$$= 0.94 - 0.75$$

$$p_1 - p_2 = 0.2$$

Calculate the standard error.

$$p_1 = \frac{x_1}{n_1} = \frac{75}{80} = 0.94, q_1 = 1 - 0.94 = 0.2$$

$$p_2 = \frac{x_2}{n_2} = \frac{15}{20} = 0.75, q_2 = 1 - 0.75 = 0.25.$$

$$Sp_1 - p_2 = \sqrt{\frac{p_1 q_1}{n_1} + \frac{p_2 q_2}{n_2}} \text{ Standard error of population difference.}$$

$$= \sqrt{\frac{(0.94)(0.06)}{80} + \frac{(0.75)(0.25)}{20}}$$

$$= 0.1004$$



Determine the Z score from the stated confidence level (95%). The 95% confidence level of Z score is = 1.96z.

$$CI_{p1-p2} = (p1 - p2) \pm Z_{cl} (Sp1 - p2)$$

$$= 0.2 \pm 1.96 (0.1004)$$

$$= 0.0032 \text{ \& } 0.397$$

#### **State Result**

$$0.0032 \leq P_1 - P_2 \leq 0.397$$

#### **INTERPRETATION OF RESULT**

The researcher is 95% confident that the population proportional difference between the management and senior staff sampled in the human resource department of the four private sector organizations who believed that adequate identification of labour market sources can enhance effective staff recruitment and hence lead to organizational performance are between 0.0032 and 0.397. However, there is a 5% chance that the difference in population proportion of those who believed between the management and senior staff of the department of human resource of the four private sector organizations sampled may not fall within this interval.

#### **DISCUSSION OF FINDINGS**

The findings of this paper which is based on the data analyzed obtained through questionnaires in line with earlier stated hypothesis which was in null form is as follow; **Ho:** That adequate identification of labour market sources has no significant relationship with effective staff recruitment and hence organizational performance.

Findings based on the Z-test of population proportion revealed that the researcher is 95% confident that adequate identification of labour market sources has significant relationship with effective staff recruitment and hence organizational performance. The result therefore is to reject Ho and accept Hr. This is based on the fact that of the 100 respondents who are of the department of human resources of the four private sector organizations sampled, 90 or 90% agreed that identification of adequate labour market sources can enhance effective recruitment and hence lead to organizational performance, while only 10% disagreed.

## **SUMMARY AND CONCLUSION**

In this paper, the importance of adequate identification of labour market sources on the effective staff recruitment and its effect on organizational performance was identified and discussed based on empirical data using the Z-test population proportion (two samples) with a 95 percent confidence level.

For any organization, whether in the public or private sector of the Nigerian economy to achieve its goals and objectives, the human resources already in the employment of that organization, must adequately be taken care of in terms of training and development, and of importance, is the place of labour market sources where competent staff can be recruited within a short notice to carry out the immediate task, so that there can be continuation of the activities of the organization in a situation of sudden vacancies that may exist from time to time, that may be necessitated by resignation or leave of absence in the organization.

## **RECOMMENDATION**

Based on the study, the author hereby put forward the following recommendations: Organizations, should be proactive in the area of sourcing for competent staff in order to achieve the goals of the organization by taking the issue of adequate identification of labour market sources very seriously; organizations must realize that for long term benefits, the internal labour market source is the best, therefore adequate measure should be taken to develop staff which will in turn serve the organization in various capacity that will reduce the search for competent employees from the external labour market by the organization.



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