

IMPORTANCE OF RECRUITMENT, SELECTION AND PLACEMENT ON PRODUCTIVITY

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ABSTRACT: The paper discusses the importance of recruitment, selection and placement on productivity. The paper identified the problem of the dire consequences of poor personnel recruitment and placement process in organisations marred by favouritism, prejudice, and exclusionism. The paper observed that recruitment, selection and placement form a major part of an organization's overall resource strategies, which identify and secure people needed for the organization to survive and succeed in the short to medium term period. This paper aimed to show that recruitment, selection and placement activities need to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable recruits at all levels. As a position paper, adopting a conceptual analysis approach, the paper concludes that although technology has enabled massive personal productivity gains, however, if individuals are able to perform their work much better and faster, overall productivity will improve. It is recommended among other things therefore, that adequate attention should be paid to the recruitment, selection and placement processes in organisations so as to attract high quality manpower to improve productivity.

Keywords: Recruitment, Selection, Placement, Productivity, Personnel

INTRODUCTION

Recruitment could be said to be the activities of seeking and attracting prospective employee from which qualified candidate for the job can be selected. According to Ballantyne (2009), Recruitment could be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection is an act of screen applicants, short-listing or inviting short listed candidates for an interview. Djabatey (2012) sees selection as having to do with making decision about prospective employees after attracting a pool of prospects. While placement on the other hand, is appointing the successful candidates after interview, if they report for work.

Armstrong (2009) states that recruitment, selection and placement form a major part of an organization's overall resource strategies, which identify and secure people needed for the organization to survive and succeed in the short to medium term. Recruitment, selection and placement activities need to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable recruits at all levels. To achieve this, deliberate efforts need to be included on how and when to source the best recruits internally and externally. Recruitment, selection and placement are the major and primary function of personnel department. The head of personnel department is the personnel manager, who carries out all the above function.

Boxall and Purcell (2011) observe that broadly, the objectives of human resource planning department include resource planning, recruitment, and selection, career planning, training and development, promotions, risk management, performance appraisal to name a few. Each of these objectives requires special attention and accurate planning and execution, to enhance productivity in a highly competitive business environment.

Bratton and Gold (2012) write that the method of recruitment, selection and placement adopted by an organization determines the development, procurement and utilization of an organization human resources in spite of the type of organization in question, what it produces, its size, age or structure, at must produce human resources for it to achieve its stated objectives. So, it is the sole responsibility of personnel management to ensure that its human resource requirements are met. These departments must ensure that they adopt the suitable method of recruitment, steps involved in selection and ensure that each required worker is place in his/her area of specialization.

The problem however, is that in a highly competitive business environment of today, personnel performance is a major reason why companies are going out of business. There are such problems as: recruitment of unskilled employees which adversely affect employee performance both in productivity and value; recruitment and selection of unqualified employees through informal references, which also affect the attainment of the organizational goals and objectives of the company; as well as failure of the human resources department of companies which adversely affects the overall progress of the organization in the competitive business environment.

This paper aims therefore, to highlight the importance of recruitment, selection and placement in the survival and growth of companies. The paper attempts to show that a properly managed recruitment, selection and placement process will surely lead to improved productivity while the reverse will be the case if the process if poorly managed.

What is Recruitment?

Recruitment means filling up the vacant post in both private and public services. According to Ekwoaba; Ikeije, and Ufoma (2015), recruitment is the process through which suitable candidates are included to compete for appointments to the civil service and an integral part of a more inclusive process of selection which also includes the process of examination and certification. Essentially, there is a consensus idea among human resource theorists and practitioners that recruitment has to do with the means of attracting the proper and suitable type of candidates for particular jobs (Chand 2007; and Koontz and Werhrich 2005). It has negative and positive conations. Negatively it aims at eliminating those who are not qualified and suitable for the post in the establishment. Negatively, recruitment stands for the following;

- a. Eliminating of political influence
- b. Prevention of favouritism
- c. Keeping the rascals out.

In summary, recruitment must be based on a comprehensive program of management development aimed at providing job design, job analysis, job description, and person specification.

Job Design: It is the specification of the content, methods and relationship of jobs in order to satisfy technological and organizational, social and personal recruitment of the job holder. Job design is concerned with a number of facets of job; consist of the amount of variety in it, the patten of task that makes it upon, the length of the work cycle and like. Thus, a job has among other things:

- a. Work content
- b. Method content
- c. Organizational content
- d. Personal content

Poor job design affects job satisfaction for the job holder could find the job responsibilities too difficult or overtaking which could lead to frustration.

Job Analysis: It involves developing a detailed description of task involved in a job, determining the relationship of a given job to other jobs and ascertains the knowledge, skills and abilities necessary for an employee to successfully perform the job. The information can be obtained from the person performing the job, from immediate supervisor or from performing the job being done. Information gathered by using one or more of the job analysis methods results in the organization being able to create a job description and personal satisfaction (Armstrong & Baron 2004).

Job Description: A job description identifies the authority of the job, its location in the company and activities and major responsibilities that must be done to perform the job. It is a written statement of what a job holder does, how it is done and why it is done. It should accurately portray job content, environment and conditions of employment. Job description serves as the basis for job performance, rating and promotion, it makes the duties, tasks and responsibilities clear to the job holder, it is used in determining employees' remuneration and consequently his status in the organization, it is very useful in designing training program and in negotiating with labour unions.

Person Specification: A person's specification, also known as job specification defines educational qualifications, training, experience and competencies required from anyone seeking the particular position (Armstrong & Baron 2004).

Factors that Influence Recruitment

The factors that influence recruitment according to Armstrong (2009) include:

- i. The quality and number of staff and position to be filled.
- ii. Financial position of a company. Well to do company can afford to travel overseas, advertise in all news media and even employ the service of professional employment agencies.

- iii. Availability of required staff within the country.
- iv. Peculiar circumstances of the staff required. Some quality staff required is often bound to handle duties at school or other commitment that would make the assumption of duty in the company not feasible in the immediate future.

On the other hand, recruitment may be obtained in a number of different ways (Armstrong 2009), and these can be grouped into two main sources as; Internal and External sources.

Internal sources: This is recruitment that is done in-house, that is, from among employees already working in the establishment. These employees can be taken through employee transfer, promotion of staff to next higher position and recalls of lay-offs. Employees are sourced internally through notice board, internal advertisement, through recommendation by a number of staff, through memorandum and handbills of personal departments to all departments in the organization, calling staff to apply for vacant positions within the organization.

External sources: While internal staff can be used for some position in a firm, it becomes necessary that for some other kinds of staff and positions, there is need to look outside the establishment. Even for companies that are just being set up, they must look outside for the calibre of individuals they require as staff. According to Beardwell and Claydon (2017), the following sources are commonly used for the external supply of labour:

- i. Advertisement: Advertisement in newspaper, trade magazines and professional journals is also a method of recruitment. Firms can also advertise in electronic media like radio and television.
- ii. Unsolicited Application: In Nigeria, many individuals with a wide range of activities and background apply by mail or in person to companies of their choice. Because of scarcity of job, prospective applicants do not wait until job opportunities are advertised.
- iii. Government Employment Agencies: The federal and state public service commission recruit both senior and junior workers into the civil service. Qualified candidates are required to fill the appropriate form and after thorough screenings, the selected ones are called for interview, those who scale the hurdles in the interview are normally employed.
- iv. Colleges and Universities: In recent years, the growing demand for personnel with scientific and technical competence has prompted many firms operating in Nigeria to engage in more vigorous recruitment of colleges and universities.
- v. Employee Referrals: A significant percentage of jobs are obtained through friends already employed in an organization.
- vi. Labour Unions: Some utilize the labour unions in applying for certain low level job such as clerks, typists, messengers and receptionists. There is a definite agreement between the union and the management on the supply of unskilled labour. If the union fail to finish the requesters' needs, the management can hire outside applicants.
- vii. Professional Organization: Professional organizations do keep registers of their qualified men and women, from the register kept, the bodies that need such people are consequently interviewed and employed.

What is Selection?

Selection is one of the sensitive functions in personnel management that needs more carefulness. Selection has to do with making decisions about prospective employees after attracting a pool of prospects. Ezeali and Esiagu (2010). posited that where there are several job applicants for an existing position or opening, managers in both the public and private service must decide which is the most qualified. Although the selection of staff is very often based on the subjective views of the interviewing officer, the selection of the right people is so important for the public and private service, to avoid costly mistakes. A logical, valid and reliable method for carrying out pre-interview arrangements is recommended. The foundation of a successful selection is to know what the job is and how it will develop over a stated period of time (ACCA, 2007). The following steps are involved in the selection process according to (Armstrong 2009).

- i. Reception in the employment office preliminary interview or preliminary screening out obviously unqualified applicants.
- ii. Selection Test: Aptitude or knowledge test is very essential for a particular job. However, for a selection test to be objective, it should meet certain conditions such as:
 - a. Consistency
 - b. Validity
 - c. Reliability
 - d. Bias free
 - e. Acceptability
- iii. Interview: This is to evaluate the applicant. There are different types of interviews, they are;
- iv. Stress Interview: This type of interview helps to find out whether the applicant is same to stress or emotional imbalance.
- v. Panel Interview: This takes place when a group of people constitute the interview.
- vi. Structural Interview: Is where questions are written down in advance and applicants are made to answer the same question.
- vii. Unstructured Interview: In an unstructured interview, questions are not written down. The interviewers are free to ask questions that cover the candidate's family and other background.
- viii. Reference: Applicants are usually required to give three references when applying for a job. This is done to obtain more objective information about applicants.
- ix. Medical Examination: This is to reject those whose physical qualification is insufficient to meet the requirement of the work which they are considered and to prevent the employment to those with contagious disease.
- x. Background Information: They include: schools and colleges attended; previous employers; and referees.
- xi. Orientation and Induction: Orientation can be defined as personal activity which introduces new employees in organization, their task, supervisor and work group. New employees are informed about basic organization philosophy,

policies, rules and procedures. It saves time for the supervisor and co-workers, reduces rate of absenteeism and turnover among new employees and develops new employee's realistic job expectation, positive attitudes towards employer and job satisfaction.

Scope of Orientation Program

The selection process also involves an orientation programme. This programme introduces the new employer to the firm and the job. The orientation programme should be able to cover the following areas:

- i. Information about the company or organization and service products.
- ii. Conditions of employment such as duties, hours of work, standard wage rate, incentives, public holidays and disciplinary rules.
- iii. Personal policies and practices include safety measures and relations, and training criteria for promotion.
- iv. Motivation policies; such as compensation, fringe benefits and other services provided such as canteen and washroom.
- v. Organization of the enterprises introducing new employees, principal offices of the organization, informing them of role and position of their supervisor and various departments (Armstrong 2009).

The Task of Placement

Placement exercise may be looked at as the end of staffing function of personnel department. It is not actually the end but a step towards it. Placement is decision steps which consist in matching what the supervisor thinks the new employee can do within the job demands he offers, among other things, opportunity for team work, promotional possibilities and pay. This is a period of orientation and induction with what he needs to know about his work. It also involves importing information on what employee is expected to do on the job and give room for him to adjust in new situation. In some organization most especially in Nigeria, one observes the most of these elements of staffing policy to be just a paper work and hardly put in practise. That is why there is high turnover and inefficiency in most organization.

Productivity in Companies

Broadly, productivity could be defined as a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Buchner (2007: p. 60) *states that* at the company level, typical partial productivity measures are such things as worker hours, materials or energy used per unit of production. Productivity describes various measures of the efficiency of production. It is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

Productivity is a crucial factor in production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and

contribute to social and environmental programs. *Saari (2006) observes that productivity growth can also help businesses to be more profitable.*

Productivity is one of the main concerns of business management and engineering. Many companies have formal programs for continuously improving productivity, such as a production assurance program. Whether they have a formal program or not, companies are constantly looking for ways to improve quality, reduce downtime and inputs of labour, materials, energy and purchased services. Often simple changes to operating methods or processes increase productivity, but the biggest gains are normally from adopting new technologies, which may require capital expenditures for new equipment, computers or software. According to Cascio (2016), *modern productivity science owes much to formal investigations that are associated with scientific management.*

Fuller (2016) maintains that although from an individual management perspective, employees may be doing their jobs well and with high levels of individual productivity, from an organizational perspective their productivity may in fact be zero or effectively negative if they are dedicated to redundant or value destroying activities. In office buildings and service-centred companies, productivity is largely influenced and affected by operational by-products - meetings. The past few years have seen a positive uptick in the number of software solutions focused on improving office productivity. In truth, proper planning and procedures are more likely to help than anything else (Byars and Rue 2010); this where the human resources come into play. Quality human resources are got through an efficient process of recruitment, selection and placement.

Importance of Recruitment, Selection and Placement on Productivity

At its most basic, productivity is the amount of value produced divided by the amount of cost (or time) required to do so. And while this equation seems simple enough on the surface, the strategies for optimizing it have evolved dramatically over the last two decades. Technology has enabled massive personal productivity gains - computers, spreadsheets, email, and other advances have made it possible for a knowledge worker to seemingly produce more in a day than was previously possible in a year. It is tempting to conclude that, if individuals are able to perform their work much better and faster, overall productivity must be soaring.

However, nobody would doubt the impact of quality of staff on the productivity of a firm. It is the personnel who determine what tools and what technology to bring into production and also it is the human personnel who most often manipulate the machines and tools in the productive activity. With very low-quality human resource, there cannot be efficiency in the handling of equipment and machinery in the production process. However, with a high-quality manpower, efficiency is in place and high productivity is assured. High quality manpower is got from an efficient recruitment, selection and placement process.

Based on the distribution of work, economic activity can be identified with production and consumption. Production is a process of combining various immaterial and material inputs of production so as to produce tools for consumption. The ability of a tool to perform its task is its performance. Performance is a common expression which needs to be further defined in order to understand it exactly. More often than not, performance refers to a tool keeping up

with its basic task. The tools' performance depends on their quality and quantity. Improving performance takes place by developing their quality and increasing their quantity as well as by evolving the use process. The tools' quality means their characteristics. Both quality and quantity are usually developed on the basis of the latest know how and experience, and the work is carried out by means of investment and development projects. The use process of tools evolves over the time through learning.

Productivity is part of economic activity. The primary purpose underlying any economic activity is the satisfaction of human needs. Welfare can be understood as an adequate degree of needs satisfaction. The need is either a physical or a mental state in which the lack of something necessary, desired or hoped for is experienced consciously or unconsciously. A need initiates a target-oriented activity towards meeting the need. Needs are met by means of tools. Tools provide some value for their user. Man creates various material and immaterial tools for his use, and tools provide him with some value, need satisfaction. The purpose of use is an idea of how the need is met by means of a given tool. The purpose of use is an idea derived from the qualities of the need and from the characteristics of the tool or it is a more specified plan for the use of the tool and for the value it will produce. Need satisfaction is a result of the value the tool provides, and the degree of need satisfaction varies all according to the success of the tool in its purpose of use.

According to Saari (2006), a basic feature of economic behaviour is the interest to satisfy the needs to the maximum at minimal sacrifice. Here we speak about striving for efficiency which is typical of economic activity. Efficiency, in general terms, speaks about the relation between producing a value and sacrifices made in doing so. Hence, efficiency is at issue when the required sacrifices are being balanced against the value produced. Efficiency is a general concept related to economic activity, and it needs to be given a precise name and a formula case by case. Productivity and profitability are typically such specified concepts of efficiency.

The basic idea of efficiency of the tools is that the value they produce is larger than the sacrifices made to provide and use them. The difference or relation between produced value and made sacrifice is the surplus value. Performance is a common expression which needs to be further defined in order to understand it exactly. More often than not, performance refers to a tool keeping up with its basic task. The tools' performance depends on their quality and quantity. The ability of a tool to perform its task is its performance. Most often, the tools do not operate themselves, or they do not put themselves in place. It takes the human element to manage and organize. For machines and tools to function efficiently, there must also be efficient human resources to manage the process efficiently to increase productivity.

Conclusion

The purpose of the study has been to diagnose the method and importance of recruitment, selection and placement in any organization and to identify its effect on employee's level of commitment and performance. This paper has tried to highlight how important and integral the tasks of recruitment, selection and placement are in any company that seeks growth. It has also been shown that the level of productivity of an organization depends on its method of recruitment, selection and placement. When recruitment is carried out without recourse to political influence, favouritism and observing all other required procedures, the company is

well off for it. There has to be thoroughness, and with the goals of the company in mind before any recruitment, selection and placement activities. Internal recruitment is also a major tool used by organizations to increase the effectiveness and efficiency of its workers.

From the foregoing, it is not out of place to argue here that the implementation of good personnel program would affect the overall performance of employee to a great extent. Selection helps the organization recruit healthy workers that can contribute to the effectiveness and efficiency of running of the organization. Placement helps the organization to impart information on what new employees are expected to do on the job and gives room for them to adjust to the new situations.

Recommendations

Based on the on the conclusions reached in this paper, the following recommendations are made:

- i. Personnel management units in companies should evolve better ways of translating their knowledge of ideal situations into work. Situation such as proper translation of personnel policies into programs that will enhance its fair interpretation and implementation of satisfaction of everyone in the organization.
- ii. To improve productivity, companies should pay more attention to employee recruitment, selection and placement.
- iii. For productivity to improve in the organization, the workers should be made to feel that they are treated fairly and impartially.
- iv. Personnel in an organisation should be appreciated by understanding that they are vital and importance in the organization.
- v. Worker's effort should be appreciated by giving them reward either in cash or by internal recruitment or by job posting.
- vi. In order to have an improved standard personnel management and an improvement of expertise of personnel managers, well planned training programs should be integrated in the management development policy.

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