

RECRUITMENT STRATEGY IN FEDERAL CIVIL SERVICE AND ORGANIZATIONAL PERFORMANCE

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Abstract

This paper examined recruitment strategy in Federal Civil Service Commission and organizational performance. The study has two research questions and objectives which guided the investigations of this paper. The methodology used for this study is the descriptive survey design in which the purposive sampling technique was applied to collect data from 120 respondents at various Federal parastatals. However, the primary data were collected with the use of well-structured questionnaire, while secondary data were derived from journals and books. The goal theory was used in this work because of its relevance to the theoretical perspective of this research. The data collected were presented on tables and analyzed with the use percentage. Meanwhile, recommendations were provided based on the findings of the study, among which is that Government should standardize their recruitment policies to meet global standard and to give opportunity to all applicants. The recruitment commission should avoid all forms of discriminatory tendencies during the recruitment process.

Keywords: Recruitment, Federal Civil Service, Commission, Strategy, Organizational Performance

Introduction

To every organization, its workforce is its wings in terms of higher and expected performance. This is the intent why recruitment stages are given due attention. The kind and type of skills of the persons hired matters so much. Therefore, the recruitment process is an accepted modality in which great attention is given first by the human resource arm and later by owners or management of same organization. To Djabatey (2012), success path of any company is basically and usually linked to the kind of performance of staff within the organization. This is as the correct persons are recruited, it will uplift the organization in its performance rating. In other dimension, hiring the negative applicants can derail the organization toward the down path of low performance, and inability to face other hard-working firms within the current and future industrialized environment.

As the antics for new employees(s) continues within the firm, and in the labour market, human resource managers usually take key decisions and follow laid down procedures in line with the organization's policies. Dessler & Cole (2011) argued that the arm for recruitment is usually apportioned to the human resources officers, where line or immediate managers usually recruit their preferred choice of staff. Also, in mega organizations, where recruiting is done on a continual basis, the human resource department assigned specialists called recruiters, whose job designation is to find and attract relevant persons.

Due to the enormous organizations in existence in society and the expanding labour force, unemployment levels seem to be dropping to its lowest in the United States. This is due to the expanding economy in the last 25 years and the increasing rate of recruitment. Meanwhile, in the midst of the economic and environmental changes, recruitment has profoundly emerged as the significant human resource function for organizational survival and success. The goods and services rendering organizations in a variety of sectors, like food service, banking and manufacturing as well recognized high technology industries are involving themselves in battling with other competitors for the recruitment of skilled and unskilled applicants, as well as the best and brightest.

In addition, organizations engage themselves in finding the most suitable applicants during the recruitment process to fit in the available vacant offices. On this regard, companies hire Individuals that possess state of the art knowledge and skills that will enable them compete with effectiveness in the raging and sophisticated market place in a global sense. Furthermore, organizations seek for individuals that must possess the quality potentials to shape the future of its operations and enhancing productivity to fill human resources requirements. For many organizations, recruiting has become a core tool in ensuring that they have the right and valuable human resources necessary to achieve the companies' strategic objectives and direction for continued innovation and growth. The company's future lies on the type of workforce it consists. However, given to the organization's sustainability and success, organizational recruitment plans and programs are initiated to explore randomly the labour market. Firms have come to realize that established recruitment sources are no more sufficient to compete for the best employees in a most competitive and diverse market place White, (1998). On this note most companies are busy experimenting with new ideas, sources and methods of recruitment. However, in Nigeria unemployment is on the rise due to economic policies and practices that has weakened the structure previously in existence that allowed economic activities to progress.

The intent to which applicants are recruited into organization seldom gives the expected efficient performance and results. The foray made within mega organizations in standardizing its workforce appears to be yielding desirable outcomes in the competitive market. Arguably, it is confirmed that the addition of established recruitment mediums, to attract the right and skilled persons are no longer adequate to compete for talented persons (White, 1998). Thus, alarming numbers of organizations are beginning to experiment new methods and sources of recruitment in order to acquire their right choice. However, employer after employers has changed strategies in response to the increasing tight labour market pressures. Perhaps but not surprising that some organizational recruitment programmes are in decline to the global standard of recruitment, holding to the fact unwanted factors like favouritism, ethnicity, racism, culturalism, tribalism and other impediments has obscured most recruiters in the selection process. To this end, the organization owners are to suffer the after effect and consequences. This purely is against the idea of the model of bureaucracy.

Poor recruitment proceedings can lead to choosing wrong applicants. Furthermore, (Ilesanmi,2005) argued that the recruited individual will best contribute to achieving organization's objective if properly identified and selected on the basis of laid down Human Resource criteria, other than selecting applicants base on man-know-man or other method not in the recruitment policy of the organization.

The desire of every organization is to use capital and human resources available to achieve their goal. On this note, one of the tools to realization of such goal is dependent on the kind of employees recruited. Therefore, for organizations to perform actively, they need to target the state-of-the-art skilled employees. According to Adebayo (2001) organizations fail to achieve their goals due to employees' incompetence. However, how organizations realize their goal and perform credibly lies on the system of recruitment and the applicants recruited Cascio, (2003). However, the gap to close in the study is to verify the modality that is applied by Federal Civil Service Commission for recruitment in Nigeria and how it impacts on the Federal organizations.

Objectives of the Study

The objectives of the study include:

- i. To examine the strategy by which Federal Civil Service Commission implore to fill vacant position.
- ii. To evaluate how the Commissions' recruitment strategy has impacted on Federal recruitment?

Research Questions

- i. What are the strategies implored by Federal Civil Service Commission for recruitment?
- ii. How has the commissions' recruitment strategy impacted on Federal recruitment?

Theoretical perspective relevant to this study is the goal theory which was developed by Latham & Locke, (1979). Goal theory states that motivation and performance increase higher when employees are given specific goals.

Concept of recruitment

On reviewing variety of concepts bothering on recruitments, the focus of recruiters is on the human talent which is the world most sought-after interest of organizations. Therefore, the quality of an organization's workforce relies heavily on its strategic perspective to how the recruitment processes and practices are managed. The human resources of organizations rely deeply on the strategy adopted to attract the desirable applicants. According to Dessler & Cole (2011) recruitment comprises the entire process of searching and attracting out qualified job seekers. Before this process, human resource managers conduct human resource planning, the identification of job openings or positions that requires staffing. At this, applicants are meant to complete resumes or application forms and letter given by the recruiter in the organization.

Establishing a fact in the recruitment process, most organizations spend time and money ensuring that they attract the right persons for the vacant positions. Farnham & Pimlott (1998) argued that it is the line managers that are responsible for choosing new employees and assisted by human resource managers. Furthermore, recruiting the right applicants for any appointment requires planning, designing job description, which outlines the main tasks and responsibilities of a prescribed job. Farnham & Pimlott (1998), states "a planned recruitment system is normally effective, efficient and fair". Additionally, Barber (1998) argued that recruitment entails a set of activities implemented by organizations for the desirable purpose of reaching out to group of applicants attracting them into its workforce and keeping them for a short or long-term depending on the organization. The perspective of Armstrong (2009) is that recruitment remains the process and practice of finding and engaging applicants to fill the organizations vacant job slots through different methods. External recruitment method refers to the practice of searching out for applicants who not engaged in the organization but are in the labour market. Organizations engage on external recruitment methods. This method is in use to attract the external labour market. Torrington and Hall (1992) argue that once an organization has agreed that external recruitment is necessary, there is the need to select or choose a cost-effective strategy. Curnow, (1989) investigated the methods used by over 1000 personnel professionals. The type of job which the company searches for applicants to fill has a major impact on the kind of recruitment method applicable.

Luis, David & Robert (2007) argued that "above-average employees are worth about 40 percent of their salary more to the organization than average employees". Luis added that external recruitment gives the organizations the advantage of having fresh perspectives and approaches. Further, Noe, Hollenbeck, Gerhart & Wright, (2011) argues that good reasons encourage organizations to practice external recruitment. One of such reasons is that attracting outsiders may expose the firm to new ideas or method of functioning better. Internal method of recruiting is the process by which human resource managers circulate job openings information to current employees within the organization. Dessler & Cole (2011) argue that filling job openings with inside candidates has enormous advantages. On this regard insiders or employees are seen competent and committed to the company's goals. Also, insiders in the organization require less orientation than outsiders do. In another dimension, recruiting from within the company has its own disadvantages.

Recruitment Strategies in Federal Civil Service

The key strategy used in the federal civil service commission for recruiting employees is the federal character system, where equality is given to every region of the country. Also, political consideration is another principle adopted in federal civil service commission. Those seeking for employment will be subjected to obtaining job application form, filled and returned accordingly. According to Ayoade (2000) depending only on federal character will lead to discriminating those who merit the vacancy, and it will be unfair to certain region of the federation. In this section, there is rise in the growing interest in ways which recruitments in organization may contribute to its objective performance, and how employees' talents can be developed so as to yield strategic advantage for the organization.

Meanwhile, a growing number of human resource personnel examines the reality of organizational perspective and to uncover whether the human resource systems that organizations design and implement is responsible in creating advantages for their financial performance.

The resources of a firm or company can lead to a more competitive advantage as long as the planning, design and implementation enhance performance. The resources of a firm or company can lead to a more competitive advantage as long as the planning, design and implementation of its recruitment process is strategic in nature, thereby able to create value, Barney (1991). In addition, if the organizations programs, policies and practices are able to add value, decrease the costs of its production, services and improves products and services in the view of customers such strategy will enhance the success of the organization, barney, (1991).

According to Banjoko (2003) employee recruitment involves the process of advertising job positions to applicants, searching out and attracting the labour market full of interested applicants upon whom organizations make choice of those considered to be most competent and qualified for the vacant position. Research has shown that the most valuable tool in organization is the human resource assets of that organization, Adebayo (2001). This assumption is key factor among human resource managers in the federal civil service commission of Nigeria.

Recruitment System Significance

Recruitment is one of the most important human resource systems that result to the effectiveness and efficiency of organizations or companies. There are three types of resources that impacts on firms. They include physical and capital resources, organizational capital resources (systems of planning) and human capital. The aspect of human capital plays a significant role in private and public owned companies. Employees in any organization are referred to as the organization's human capital. Employees are recruited and selected to add value through their talent and skill levels in use) their experience, intelligence, social relationships, judgment and ideas. Wright & McMahan (1992) argued that human resources planning, recruitment processes and practices can enhance sustained competitive advantage, organizational development, integration and consistency in its effectiveness and efficiency. Meanwhile, Becker & Huselid, (1998) believe that recruitment must be studied and taken seriously due to its outcome on organizational performance. Thus, we shall argue further how important recruitment activities, in or of them lead to competitive advantage. The contributions of recruitment process to organizations advantage is proposed in five criteria by Barney & Wright, (1998).

Utilization of the human resource best practices can create value for an organization. This is holding to the fact that recruitment has a determinant factor and potential to create value through its mechanisms. This is in line with the estimates of recruitment costs which run in thousands of dollars per program. On the other hand, recruitment process can turn out to causing adverse effects if the process lacks tactfulness and if the program fails to attract

the target applicant populations who are supposed to fit into the given context that would lead the organization to success. A recent observation of a centre of creative leadership study explained that about 40 percent of all new management recruits fail within the first 18 months on the job because of poor personal behaviour and cultural incompatibility. Further, such negative results are clearly costly to the organization and human resource managers on the other hand; organizations recruitment systems may create value indirectly, when employees who are capable are attracted.

The human resource managers must through their recruitment practices develop a rare set of attributes among its employees that are not found among the employees of their major competitors. Organizations that have developed strategic system of recruitment have the capability of attracting rare talented applicants, fill up vacant positions with qualified applicants, train and retain them to meet the growth objectives of the employer. Unless rare and valuable human resource practices of an organization prove very difficult to other competitors to imitate, the organization will increase its competitive advantage. Although some companies may likely imitate some aspects of another's recruitment activities, but they will not be able to integrate them neither discover their culture and strategy for success, Sunoo, (1995).

Dessler & Cole (2011) argued that human resource managers whose role is to find and attract talented applicants are becoming increasingly critical to arriving at the achievement of organizations strategic objectives because employees that are the best and brightest are not commonly found. Most organizations are seeking for high profile, Dessler & Cole, (2011), added that recruiters are to be the source of increasing competitive advantages, must be organized to utilize "the value creating, rare and less imitated, human resource that they employ". Barney & Wright (1998) argued that inconsistency can be found in the recruiting activities carried out by organizations. The argument here is, if the right applicants are sought after, recruited, motivated, rewarded accurately this is likely going to give the organization a high profile and competitive advantage among competitors. In addition, Barney & Wright (1998) argues that if the organization gets the brightest and best in the industry to fit into its culture and they are properly motivated, then the result is that the organization will be a leader in the industry.

The relevant resources of organization give sustained competitive advantages from other firms. Most companies try to use substitutes to implement the strategy used by others. However, they may be unable to duplicate the exact skills and abilities of another organization that are rare and valuable. Yet they can develop a resource and acquire the same advantage, through decision making ability. Therefore, the recruitment practices tend to meet certain criteria of which outsiders cannot substitute. Some firm tries to implement the recruiting strategy and practices that work for others with the hope that it will be a better way for them. So, companies should be able to avoid threats from competitors searching for substitutable practices.

Studies have shown empirically the impact of recruitment activities, in relation with human resources, practices and its implication to organizational performs. However, the growing

number of studies examined by scholars provides evidence of overall impact of these practices to organization, as for Terpstra & Rozel, (1993) their argument was recruitment practices yield better employees, who are talented and contribute to higher levels of organizational performances. Their findings showed that companies who plan and implement studies of recruitment source effectively may likely display higher levels of performance in manufacturing, service and wholesale/retail companies further, their findings showed evidence that a recruitment practices like evaluating recruitment source effectiveness is related to the company's total performance in the empirical observation of a study, organization may increase competitive advantage from recruitment practices that can lead to achieving a superior my force with talent, ideas, skill, knowledge and abilities that are related to the firms strategy, in their findings, three practices are major for organization performance and success. The practices include, planning, recruitment, and selection which explains more significant percentage of variance in firms' productivity. Additionally, Huselid (1995) conducted a survey that investigated the links between human resources and organizational performance. In his finding the item closet to recruitment is the selection ratio and the number of individual applicants hired for key position that is vacant. Huselid (1995) provided evidence in his study that firm performance effects are mediated through employee turnover and productivity.

Organizational Performance

According to the assertion of Lievens and Chapman, (2019), the value expected of recruitment to organization is based on the returns derived by the company after exploring, and employing an appropriate and encouraging recruiting pattern to overcome the weak recruiting system, inherent within the firm. However, it becomes ultimately necessary to underscore organizational level out comes such as organization performance; organizational training cost, and turns over expenditures to demonstrate and showcase the utility of recruitment practice in organizations. Inclusively, Breaugh & Starke (2000) argued that the general framework for scoring the types of recruiting expectancies that firms can align with to their summed up corporate strategies is of necessity.

According to Gamage (2014) there is evidence, indicating the link between recruitment and organizational performance. A positive and significant relationship was observed the both variables. Gamage agree that performance of any enterprise is linked to recruitment and selection. In consonance, Sang, (2005) discovered the relationship connecting recruitment and organizational performance. Furthermore, Katou & Budhwar (2006) in their observation also discovered a positive association between recruitment and organizational performance.

According to Terpstra & Rozell (1993) when the right and adequate people are engages for the job, productivity apparently increases in the firm. Similarly, according to Rauf (2007) when the recruitment concept is approached with sophistication, it is positively going to yield increased organizational performance.

Moreover, Sinha & Thaly (2013) argue that the effectiveness of recruitment practices reflects on the intent rates of high turnover role-playing performance and organizational survival. When recruitment is concluded and the wrong candidates are selected and

employee, a huge negative consequence will hamper the organizations drive to progression and performance in the global industry.

According to Ezeali & Esiagu (2010), recruitment in any viable firm is vital business, because the success of any enterprise or company, or its efficiency in service delivery rest on the quality of its workforce. In a nutshell, business and organizational performance can be jeopardized if the employees who are appointed are not capable of contributing effectively

Methodology

The research adopted the descriptive survey design in which structured questionnaire were distributed to a sample size of 120 respondents in two government parastatals. The purposive sampling technique was applied to collect data from actual respondents.

Data analysis

Table 1: Examining the strategy implored for recruitment in the commission

S/NO	VARIABLE	FREQUENCY	PERCENTAGE
1	Federal character system was implored	42	35%
2	Quota system was implored	28	23.3%
3	Religious influence was a criterion	32	26.7%
4	Ethnic consideration was implored	18	15%

(Source: Nworgu, 2024)

The data presented shows that 35% of respondents agreed that Federal character system was implored for recruitment, while 23.3% agreed that the quota system was adopted. Whereas, 26.7% respondents agreed that the recruitment process was influenced by religious affiliation and 15% agreed that some persons gained employment due to ethnic consideration.

Table 2: Evaluating how the commission's recruitment strategy impacted on Federal recruitment.

S/NO	VARIABLE	FREQUENCY	PERCENTAGE
1	Qualified persons are employed	48	40%
2	Employment is based on merit	22	18.3%
3	Commission is fair to all applicant	15	12.5%
4	Employee work placement is based on experience	35	29.2%

(Source: Nworgu, 2024)

The data presented on the table shows that 40% of respondents agreed that the commission employ qualified persons, whereas, 18.3% agreed that employment is based on merit. But 12.5% of respondents agreed that the commission is fair to all applicants and

29.2% agreed that the commission assign work placement to work locations on the basis of experience.

Conclusion

The findings and result of this research have increased the awareness that organizational performance is associated with the handling of the recruitment process by Federal Civil Service Commission. However, due attention needs to be given to the recruitment methods. Failure to apply strictly the best practices in recruitment process will adversely impede organizational performance. This research has provided credible recommendations to encourage standardized recruitment practices.

Recommendations

The study recommends the following:

1. Government should standardize their recruitment policies to meet global standard and to give opportunity to all applicants.
2. The recruitment commission should avoid all forms of discriminatory tendencies during the recruitment process.

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