

# THE IMPACT OF RECRUITMENT AND SELECTION PROCESS IN AN ORGANIZATION

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## ABSTRACT

Recruitment and Selection is a theoretical construct which refers to an organization's hiring processes which involves recruitment of applicants and selection from viable candidates for jobs within an organization. Recruitment and Selection aims at providing the required number of skilled employees to the organization to keep the going concern of the business. Recruitment is the process of finding candidates for the vacant position and encouraging them to apply for it while on the other hand; Selection is the act of choosing the best candidate from the pool of applicants and offering them the job.

Recruitment is looking for prospective applicants whose qualifications might be suitable for the job openings in place, while selection is a process of matching organization's requirements with the skills and the qualifications of individuals so it is a process of identifying and hiring the best able and capable applicants that will fill the vacancies in an organization.

The purpose of this research work is to identify, examine and investigate the Impact of Recruitment and Selection in an organization. In the course of carrying out this research work, questionnaire method of research was employed and collected data's were tabulated, then simple percentage method was used.

The study is a self-conducted research using both primary and secondary data's on how Recruitment and Selection process can impact an organization performance. The study focused on when to recruit and select people and it's important in an organization.

Employees of Lawal Aliyu Academy were selected at random and interviewed with self-administrated questionnaire in order to obtain primary data. The data were analyzed using descriptive statistical analysis methods like Tables and simple percentage method to ascertain Recruitment and Selection impact in an organization.

Thus, the results obtained indicated that recruitment and selection process has a positive impact in an organization.

**Keywords:** Company, Employee, Employer, Management, Organization, Recruitment, Selection.

## I. INTRODUCTION

### 1.1 BACKGROUND TO THE STUDY

An employee is an individual who works in an organization and employing a good employee will definitely impact positively to the organization. Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job. In addition, the process of Recruitment and Selection in Human Resource Management (HRM) refers to locating and encouraging the potential applicants so as to pick one who has relevant qualifications and skills to fit for a job role in the organization. Both these processes (Recruitment and selection) play a very significant role in finding the Best Fit of Employee for the organization.

Concisely, it will be good to note that both activities, (Recruitment and Selection) are integrated to each other because as soon as recruitment stops, the selection process begins immediately and immensely. Thus, in order to employ the best suitable candidates and avoid fallacious conclusions, most HR practitioners employ the use of recruitment and selection process in order to achieve the best optimum result.

According to B. Claydon the recruitment and selection process is focusing on identifying, attracting and selecting the right person into the right job that will meet the organizational HR requirements.

The researcher would want to point out that an effective recruitment achieves the following:

- i. Fulfills the requirements of a job.
- ii. Ensures that organizations continue to maintain its commitment to providing equal opportunity to employees and
- iii. Will let you hire the best possible candidates for the organization.

If therefore the goals of an organization in hiring the best candidate will be achieved, it would have to be attained through the process of Recruitment and Selection.

## 1.2 OBJECTIVES OF THE STUDY

The research attempts explain the following below:

- i. Both Recruitment and Selection are the two most important phases of employment process.
- ii. Recruitment is a positive process i.e. encouraging more and more employees to apply WHEREAS selection is a negative process as it involves rejection of the unsuitable candidates.
- iii. Recruitment and Selection remains the best possible option and way to hire the best possible candidates for the organization.

## 1.3 RESEARCH QUESTIONS

The research attempts to provide answers to the following questions below:

Can candidates be hired for a job by employing only the Recruitment process?

Can candidates be hired for a job by employing only the Selection process?

Is Recruitment and Selection process important in hiring candidates for a job vacancy?

## 1.4 RESEARCH HYPOTHESES

In other to achieve the objectives of this study, the hypotheses below are considered:

H<sub>01</sub>: Recruitment and selection process has no significant impact on hiring candidates for a job.

H<sub>02</sub>: Recruitment and selection process has a significant impact on hiring candidates for a job.

## 1.5 SIGNIFICANCE OF THE STUDY

The significance of the study is:

- i. It is important for an organization to achieve its goals.
- ii. When the right people are hired, the employee will produce productive results.
- iii. If selection is not carefully done, the employee may make mistakes which can lead to a financial loss.
- iv. If selection is not carefully done, Human Resource Managers time may be wasted by making them go through the recruitment and selection process again.
- v. An effective Recruitment and Selection process can reduce costs, enhance a company's reputation both from a market and candidate perspective and ensure that the very best talent is identified, engaged and brought into the business.

- vi. An effective Recruitment and Selection process increases employee engagement, sustains job performance, employee retention and low turnover.

## **1.6 SCOPE AND LIMITATIONS OF THE STUDY**

This study focuses on the organizational effect recruitment and selection process of workers of Lawal Aliyu Academy Nigeria. The researcher tried to find out the various policies of the organization in recruitment and selection process in order to ascertain whether its impact will be negatively or positively to Lawal Aliyu Academy Nigeria.

In the course of carrying out this study, the researcher faced problems such as time constraint, financial constraint and effect of covid 19. Just like the pandemic curtailed most academic, industry, and government basic science and clinical research it also affected this research. The researcher faced constraints of unwillingness of respondent to keep partaking on the research due to covid 19 pandemic.

## **II. LITERATURE REVIEW**

### **2.1 THEORETICAL FRAMEWORK**

Recruitment and Selection process important in hiring candidates for a job vacancy because even though research shows that 82% of recruitment consultants suffer from chronic stress at work or recruitment consultants find the world of recruitment stressful; yet we still hear of so many businesses taking on this stressful task themselves! Recruitment and Selection process refers to the process of attracting the best candidates for a certain position at a company which involves screening and interviewing various applicants to see who is best qualified for the job and as soon as the best candidate is selected, he or she will need to be integrated into the workplace environment.

There are certain steps in recruitment and selection process and even though the steps in recruitment and selection process vary from one company to another company, the basics include announcing the job, reviewing applications, screening candidates, interviewing, and final selection, testing, and making an offer. The main purpose of recruitment and selection process is searching of suitable candidates for filling the vacancies of the organization. In fact, it is a process of bringing together prospective employees and employer with a view to stimulate the prospective employees to offer their services in the working organization.

Therefore, the main aim of recruitment and selection is fairly obvious: to hire the most-qualified candidate to fill an available position.

### **2.2 THE CONCEPT OF RECRUITMENT AND SELECTION PROCESS**

Succinctly, Recruitment and Selection is the process of searching for (and hopefully finding) the best and most qualified candidate for a job opening and hiring the right person for the job. It is just not Recruitment the best and most qualified candidate for a job opening but it also entails selecting and hiring the right person for the job.

One of the fourteen (14) principles of scientific management (by Henry Fayol) which advocates that in the process of hiring or giving out a job, you must choose the right person to do the right just job at the right. Fayol's management theory covers concepts in a broad way, so almost any business can apply his theory of management.

Thus, a workforce-planning model that goes beyond metrics signifies the right person, in the right job, with the right skills, at the right time. The idea is that a member of a team should share core values with the company, feel a sense of ownership over his or her position and be equipped to fulfill what the role demands.

It will be good to note that the two processes (recruitment and selection) must work in synergy because if recruitment is the search process, then selection is the process of passing the candidates through a sieve until the right candidate pops out on the other side.

After a rigorous recruitment and selection process, the business makes its decision of selecting qualified candidates. Thus, the selection process is complete when a job offer goes out and is accepted by the candidate.

### 2.3 WHEN TO RECRUIT AND SELECT PEOPLE?

The primary aim of a recruitment and selection policy is to ensure a transparent and fair hiring process that can assist the HR personnel to select the right candidate on the basis of merit and relevance with the job. There are five common reasons why the management need to recruit new employees as follows:

- i. If the business is growing.
- ii. When organization is changing job roles.
- iii. When an organization wants to fill up an available position.
- iv. When a staff is leaving the organization.
- v. When the organization is promoting existing staff.

### 2.4 DIFFERENCE BETWEEN RECRUITMENT AND SELECTION

- i. Recruitment is the process of finding candidates for the vacant position and encouraging them to apply for it while selection is choosing the best candidate from the pool of applicants and offering them the job.
- ii. Recruitment establishes contact between employers and applicants while selection is a process of picking up competent and suitable employees.
- iii. Recruitment encourages a large number of Candidates for a job while selection attempts at rejecting unsuitable candidates.
- iv. Recruitment is a simple process while selection is a complicated process.
- v. Recruitment is a positive approach while selection is a negative approach.
- vi. Recruitment proceeds selection while selection follows recruitment.
- vii. Recruitment is an economical method while selection is an expensive method.
- viii. Recruitment requires less time while selection requires more time.

### 2.5 DIFFERENCE BETWEEN RECRUITMENT AND SELECTION

Find below steps on recruitment and selection:

**STEP 1:** Advertise The Job Position with job title, description of the job, required qualifications, location and Salary range.

**STEP 2:** Source Candidates through social media, online job boards, your recruiting database and referrals.

**STEP 3:** Screen and shortlist candidates. The goal is to eliminate the applicants who do not fit and thus, narrowing down your pool through screening of resumes.

**STEP 4:** Interview candidates through face to face, phone or internet.

**STEP 5:** Assess candidates. Use Job shadow, interview scorecard etc. to rank candidates according to experience, education, and skills.

**STEP 6:** Reference check. Ask about their capabilities as it relates to the job and also ask about attribute match.

**STEP 7:** Extend a job offer to the selected candidates and make sure the compensation plan offered is clear and unambiguous.

Finally, it will be good to note that if the candidate declines the job offer, you will either need to go back to the other top candidates or restart the recruitment and selection process all over again.

## **2.6 IMPORTANCE OF RECRUITMENT AND SELECTION PROCESS**

The more effectively an organization recruit and select candidates, the more likely they are to hire and retain satisfied employees. Effective recruitment means more than hiring the right person for the job because an efficient recruitment process can reduce cost, enhance a company's reputation both from market and candidate perspective and ensure that the very best talent is identified, engaged and brought into the company or organization. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance.

A good recruiting and selection processes will inevitably lead to better company results because the quality of products and services will improve when the best employees are hired and retained. An effective recruitment and selection policy not only fulfills the requirements of a job but also ensures that an organization or company will continue to maintain its commitment to providing equal opportunity to employees and adhering to such a policy will let an organization or company hire the best possible candidates.

Below are some important factors why recruitment and selection is important:

- i. Recruiting the right people for the right job is essential for the growth of every company.
- ii. Recruitment and selection guides on hiring those candidates whose skills and experience matches with the job roles required for the job and it also paves way for Merit-Based hires.
- iii. When the right people are selected, the employee will produce productive results and stay with the organization longer hence having a low employee turnover.
- iv. Recruitment and selection saves time unlike an overly long and difficult recruiting process which may cost qualified workers to quickly lose interest and move on to another company.
- v. Recruiting and selection process also saves you money because a process that quickly moves along takes less time and is more efficient; saving you money on the time it takes to fill a job.
- vi. The process helps to ensure that the hiring process is both fair and transparent.
- vii. Recruitment and selection provides consistency through the use of standardized processes because recruitment and selection processes that are not consistent give inconsistent results.

Hence, financial success in a company or organization will improve when the best people are identified, hired, trained and retained.

## **2.7 IMPACT OF RECRUITMENT AND SELECTION PROCESS**

Recruiting and selection process attracts and makes companies or organizations employ best employees and the most performance at the lowest and barest minimum cost.

Thus, the more effectively and efficiently companies or organizations recruit and select workers, the better they hire and retain very good and satisfied employees and the more effective the company or organization selection system can influence bottom-line business outcomes, such as increased productivity, reduced cost of production, increased financial performance and optimum satisfied employees.

Having a streamline, recruitment and selection process is very important because of the following reasons below:

- i. It saves time because an effective hiring process can save you time. A streamlined process, which is easy to navigate, fills open positions faster than a cumbersome, overly long hiring process because an opposite long and difficult recruiting and selection process may cost you qualified workers who quickly lose interest and move on to another company.

- ii. Good and efficient recruitment and selection process also saves you money because a process that quickly moves along takes less time and is more efficient; saving you money on the time it takes to fill a job.
- iii. An established recruiting and selection process can help to ensure the hiring process is both fair and transparent and workers will therefore not face any type of discrimination and will increase their assurance that their personal information will be kept privately and secretly. These will inevitably lower the risk of legal actions against the company or organization.
- iv. An efficient recruitment and selection process ensures will make you hire the right worker more often than not: in line with the fourteenth (14) principle of scientific management by Henry Fayol.
- v. Save time on training: the right type of hiring and selection process also helps the company save time on training by hiring the right worker with the right skills and this will make the company not to waste time on training.
- vi. With the right recruitment and selection process the right person, with the right skills, will be ready to start work by requiring minimal training.
- vii. An Effective recruiting and selection processes leads to better company results.
- viii. Effective recruitment and selection process improves and increases productivity in a company or organization.
- ix. Good and effective recruitment and selection process increases quality of products and service.
- x. Efficient and effective recruitment and selection process directly improves a company or organization performance when best employees are hired and retained.
- xi. Recruitment and selection process increases financial success.
- xii. With Recruitment and selection process, company or organization improves when the best people are identified, hired, trained and retained.
- xiii. Recruitment and selection process increase profitability and performance.
- xiv. Recruitment and selection process attracts higher quality candidates.
- xv. Recruitment and selection process reduces attrition and improve productivity.
- xvi. Recruitment and selection process also helps a company or organization retains top talent and reduces employee turnover.
- xvii. Recruitment and selection process also makes employees feel more motivated to work hard and give in their very best.
- xviii. A good and effective recruitment and selection process means more than hiring the right person for the job because an efficient recruitment process can reduce costs and enhancing a company's reputation both from a market and candidate perspective by ensuring that the very best talent is identified, engaged and brought into the business.

However, it will be good to note that recruitment and selection process also has a downside as follows:

- i. A recruitment and selection process that hires from within the organization may limit the number of potential candidates.
- ii. Recruitment and selection process is sometimes a very tedious process and could be time consuming.
- iii. Using a recruitment and selection agency to recruit can be quite very costly and expensive because most recruitment agencies' fees are around 20 to 30% of the employee's annual salary.
- iv. Recruiting through agencies can help you choose the best candidate for your open position, but not your company culture and your team.
- v. Using recruitment agencies to recruit may make you miss an opportunity to build your company's employer branding strategy.

In conclusion, there are a number of pros and cons in the recruitment and selection process but the pros outweigh the cons so it will be ideally good and better to use the recruitment and selection process in recruiting employees by a company or organization.

### **III. RESEARCH METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In this research paper, this methodology section allows the reader to critically evaluate a research study.

This research work is specifically designed to study the Impact of Recruitment and Selection Process in an Organization using Lawal Aliyu Academy Nigeria as a study. The research design is meant to guide the researcher in the use of the best method of collecting data in the course of the study. The research design used in this study is the simple survey approach. The researcher is interested in observing what is happening to the sample subjects without any attempt to manipulate or control them.

#### **3.2 POPULATION OF THE STUDY**

The population of the study defines the limit to which research findings are acceptable. The population comprises of all the staff in Lawal Aliyu Academy Nigeria, which comprises of Nursery and Primary school, Junior Secondary School, Senior Secondary School and the Vocational and Computer School which comprises of the entire group of companies of Lawal Aliyu Academy Nigeria.

#### **3.3 SAMPLE TECHNIQUES AND SIZE**

**3.3.1 Sample Techniques:** For this research work, the simple percentage method is employed with the help of a Table.

**3.3.2 Sample Size:** The sample size comprises of the present staff of Lawal Aliyu Academy Nigeria from all sections of the company so that the researcher can arrive at a result that will be clear from bias in all aspect of the survey.

#### **3.4 INSTRUMENT USED FOR DATA COLLECTION**

The researcher used questionnaire as an instrument for the collection of data. These involve sending pre-arranged question to various members of staff of Lawal Aliyu Academy Nigeria and are questions, which are also relevant to the study.

#### **3.5 JUSTIFICATION OF INSTRUMENT USED**

The questionnaire method was used, because it will cover large number of people within a period. The questionnaire will also eliminate the problem of pressure or directing respondent in answering questions. With the questionnaire method, respondents are free to answer the question at their own convenience, without undue pressure from the correspondent.

They are therefore, better able to freely give their options/opinion on questions asked and the completed questionnaires will be subjected to preliminary editing. Those that were not properly completed were rejected. After editing, the collected questionnaires were marked against each respondent for each question asked and these formed the basis for using the tabulation and percentage in order to obtain a result.

### 3.6 METHOD OF DATA COLLECTION

There has always been the need for a fairly accurate data to be collected for any reliable information to be produced from it. This has prompted the researcher to adopt the best and most appropriate techniques and method of data collection needed. The researcher employed both primary and secondary sources of data collection. In the primary sources the researcher used the questionnaire as an instrument for collecting data. In the secondary sources of data collection the researcher obtained data from text books and previous write-ups on the study, as well as journals and also on the internet.

## IV. DATA PRESENTATION AND ANALYSIS

### 4.1 INTERPRETATION OF DATA

This section (Data analysis) helps in the interpretation of data and helps take a decision or answer the research question. This is done and achieved by using various Data processing tools.

Before talking about the full-fledged data analysis process and diving into the details of individual methods, this chapter demonstrates analyzing real-world data. However, the researcher used questionnaire as an instrument for the collection of data. A total number of one hundred (100) copies of questionnaires were distributed to staff of Lawal Aliyu Academy Nigeria at random but only fifty (50) were collected back.

### 4.2 INTERPRETATION OF DATA

This section provided clear analysis and interpretation of all data collected through questionnaire given to the employees of Lawal Aliyu Academy Nigeria.

The responses to the questionnaire by the respondents are presented in the form of Tables by using the simple percentage method.

This section attempt to provide clear analysis and interpretation of all data collected through questionnaire given to the employees of Lawal Aliyu Academy Nigeria. The responses to the questionnaire by the respondent are presented in the form of Tables for easy comprehension and analysis are computed using simple percentage method, which form the basis of analysis and conclusion drawn there by in other to avoid eventual pitfall.

Table 4.2.1: Recruitment and selection process has a significant impact on hiring candidates for a job.

Decision	No. of respondents	Percentage (%)
Yes	50	100
No	-	0
Total	50	100

SOURCE: Questionnaire Administered 2021

The above Table (4.2.1): response from respondent interviewed shows that 100% of the respondent agrees that Recruitment and selection process has a significant impact on hiring candidates for a job in Lawal Aliyu Academy Nigeria.

Table 4.2.2: Recruitment and selection process has no significant impact on hiring candidates for a job.

Decision	No. of respondents	Percentage (%)
Yes	5	10%
No	45	90%
Total	50	100%

SOURCE: Questionnaire Administered 2021



From the above Table (4.2.2): shows that 45 of them representing 90% agreed that Recruitment and selection process has a significant impact on hiring candidates for a job, while only 5 of them representing 10% claimed that Recruitment and selection process has no significant impact on hiring candidates for a job. “Finally, it will be good to note that we did not use large number of respondents and we also used the simple percentage method because we aimed at employing an ordinary pilot study.” A pilot study mainly requires a range of few respondents (10-30), though there may be a Substantial increase in the sample size for a pilot study (Malhotra, 2008). The questionnaire was reviewed by academia in the department and pilot test was later carried out with a group of consisting twenty (15) staff of the selected branches, of which 5 questionnaires were distributed to each branches. In this research, Cronbachs alpha (1946) is used to determine the reliability of the scales and results.

### **4.3 TESTING HYPOTHESIS**

The study set out the following hypothesis:

H01: Recruitment and selection process has significant impact on hiring candidates for a job.

The hypothesis is drawn up because of the significance of Recruitment and selection process in hiring of workers in an organization. Table 4.2.2 also clearly shows that the staff do not agree that Recruitment and selection process does not have significant impact on hiring candidates for a job but instead Table 4.2.1 clearly shows that Recruitment and selection process has a significant impact on hiring candidates for a job. From the above tables we see that Recruitment and selection process has significant impact on hiring candidates for a job and as such it has significantly assisted the companies in hiring the right people for the job.

### **4.4 DISCUSSION OF FINDINGS**

The result in both the two tables 4.2.1 and 4.2.2 reveals that Recruitment and selection process has a significant impact on hiring candidates for a job.

### **4.5 IMPLICATION OF THE FINDINGS**

The research work has observed that recruiting and selection process leads to better company results, improves and increases productivity in a company or organization and will foremost increase quality of products and services.

Recruitment and selection process helps in choosing the most appropriate person for the job and undertaking this process is one of the main objectives of management.

Therefore, the success of a company is guaranteed only with the best employees and this is greatly achieved through recruitment and selection process.

## **V. SUMMARY AND RECOMMENDATION**

### **5.1 SUMMARY**

This study was meant to find out the impact of recruitment and selection process in an organization. If recruitment and selection produces good result and great productivity of workers in an organization then it has a positive impact on an organization. From the test of the hypothesis formulated in chapter one, it has been proven that indeed, recruitment and selection process has a direct positive impact on workers' productivity in an organization.

In the course of this study, data was generated via the distribution of questionnaire to the employees of Lawal Aliyu Academy Nigeria and the following have been deduced from the analysis and interpretation of data connected.

- i. In order to achieve organizational success, a company must hire the right employees because with the right employees fitted in their respective positions, the company will move faster and achieve its targeted objective goals.
- ii. Selecting the right employee helps increase the effectiveness of a business. Therefore, organizations should always employ correct recruitment and selection processes in order to attract the best workforce for their organization as this will lead to effective growth and development of the organization.

All companies and organizations all over the world irrespective of their economic and political policies must employ recruitment and selection process when employing workers because it will foster the company or organization growth and development in every aspect. This study also shows that there is a positive impact on recruitment and selection process in an organization. Companies and organizations should take note of the various factors of highlighted, with view of using them to achieve higher productivity in an organization.

## 5.2 RECOMMENDATION

This research is recommended for further study. This is because it deals with human behavior, which is not static but dynamic and capable of being influenced to change with passage of time.

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