
EFFECT OF HUMAN RESOURCES RECRUITMENT ON ORGANIZATIONAL
PERFORMANCE OF NIGER STATE INTERNAL REVENUE SERVICE, MINNA

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Abstract

Human resource is the most crucial asset to any organization hence, the growth and development of any organization is anchored on the calibre of employees recruited to pilot the affairs of such organization. This study therefore, investigates the effect of recruitment of human resource on the performance of an organization with major focus on Niger State Internal Revenue Service, Minna. Its major objectives were to examine the nature of recruitment and selection policy or practice, analyze the effectiveness of recruitment and selection practices and assess the impact of recruitment and selection processes on organizational performance. The study obtained information from One Hundred and Twenty (132) respondents from a staff population of 200. The sample size was determined using Krejcie and Morgan sample size determination table. A survey design was used to collect data from the respondents through a fifteen (15) items structured questionnaire. Findings from the study revealed that, employee referrals, advertisement and the use of employment representatives are the major modes of recruiting potential employees into the organization and that these methods are very effective and have helped in improving the performance of the organization, though with some varying challenges ranging from favoritism, job mismatch, poor motivation and inequitable compensation. The recommendations therein are that, potential employees should all be recruited based on competence, placed on jobs based on capacity, well motivated post-recruitment and equitably compensated for task completion.

Key Words: Human Resources, Recruitment, Selection and Organizational Performance

1.0 Introduction

Recruitment and selection are vital parts human resources process needed for successful organizational growth and development. This is because having the right staff improves and sustains organizational performance. The influence of an

organization's recruitment and selection system determines the bases of organizational outcomes with regards to staff productivity in particular and organizational performance.

In recent years, there has been increase in the rate of organizational failure, closure and low employees' productivity and high employees' turnover mostly associated with dwindling of organizational performance. To explain the situation, various factors have been looked into including organizational competitive strategies. Unfortunately, some organizations pay more attention to factors like financial incentives, and/or physiological factors with little or no attention availed the recruitment and selection of employees.

Similarly, the current era of digitalization and globalization requiring more investment in organization's human resources assets has more than ever before, make it more challenging and complex, the identification and attraction of potentially qualified and interested applicants into the organization, consequently, poor organizational performance.

Recruitment and selection are the foremost functions of the human resource department and are the primary strides in creating the competitive organizational strength. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews which requires enormous time and resources.

Accordingly, Abdullahi and Othman (2019), opined that the responsibility for appropriate recruitment process of discovering or selecting and hiring of qualified candidate from inside or outside of organization for a job opportunity is a key function of the Human Resources Department. The recruitment process comprises evaluating work necessities, attracting individuals to an occupation, filtering and choosing best candidates for specific jobs, coordinating existing employee and attracting new ones to the organization.

Anwar and Abdullahi (2021) defined recruitment as the process of identifying and attracting qualified or proper applicants to fill vacant positions both from within and without the organization. It is the systematic analysis of jobs and the discovering and sourcing of candidates that are appropriate for specific jobs (Gardi et al. 2020).

Selection is the method of examining and interviewing candidates with the sole aim of choosing the right person for the right position. Selection is a process of hiring suitable people for job who can successfully perform the job (Prabhu et al. 2020). When there is vacant position in an organization, human resource managers take responsibility for finding and selecting the right person for this vacant position through match-making.

The selecting process includes a progression of steps to be taken in picking the suitable candidates for the vacant position (Sultan et al. 2020).

The major purpose of recruitments therefore, is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply for jobs in an organization whereas the major purpose of selection process is to choose the right candidate to fill the various positions in the organization.

Organizations use recruitment and selection practices to increase the chance of hiring individuals with the right skills, competence, knowledge and capacities to be successful in the target job. If logically observed, better recruitment and selection strategies result in improved organizational performances. The more effective organizations recruit and select candidates, the more likely they are to hire and retain motivated and satisfied workforce.

Additionally, the effectiveness of an organization's selection system can influence bases of organizational outcomes with regards to organizational performance in general and employees' performance in particular. Hence, investing in the development of a comprehensive and valid recruitment and selection system is a worthwhile organizational activity and concern.

1.2 The objectives of this study therefore, are:

- i.) To examine the nature of recruitment and selection process in Niger State Internal Revenue Board;
- ii.) Analyze the effectiveness of recruitment and selection process in Niger State Internal Revenue Board;
- iii.) Assess the impact of recruitment and selection processes on organizational performance in Niger State Internal Revenue Board.

1.3 Research Questions

- i.) What is the nature of recruitment and selection process in Niger State Internal Revenue Board?
- ii.) How effective is the recruitment and selection process in Niger State Internal Revenue Board?
- iii.) What is the impact of recruitment and selection process on organizational performance Niger State Internal Revenue Board?

1.4 Research Hypothesis

H₀: There is no significant relationship between recruitment and selection process and organizational performance.

H₁: There is significant relationship between recruitment and selection process and organizational performance.

2.0 Literature Review

2.1 Human Resources

The term human resources generally indicate the totality of all parts like skill and creative ability possessed by all the people (Brody, 2010). Human resources at the organizational level include all the component resources of all employees from the rank and file to top management level, influencing the human resources of former group. In fact it includes the resources of all the persons that contribute their services to the attainment of organizational goals and others who contribute their services in order to create hurdles in the attainment of organizational goals (Brody, 2010).

2.2 Recruitment

Recruitment is the process of finding or selecting and hiring qualified candidate from inside or outside sources. Anwar & Surarchith (2015), pointed out that recruitment is the process through which organizations identify and attract individuals to fill vacant positions. Othman et al. (2019) defined recruitment as a set of activities that an organization uses to attract the attention of job applicants that have the abilities needed to help the organization realize its goals and objectives. The recruitment process includes assessing work essentials, attract employee to that occupation, filtering and selecting candidates, contracting, and coordinating the new employee to the association (Khan & Abdullah, 2019).

Through both job analysis and design, an organization should be able to identify if or if not, an existing employee would be able to meet the requirements of the new position or if an individual external to the organization would be more proper (Anwar, 2017).

Ofori & Aryeetey, (2011) argued further that, recruiting and selecting the wrong candidates that are incompetent result to negative consequences that are detrimental to the organization's growth and development. Hence, the cardinal objective of recruitment and selection within the organization is to efficiently and effectively obtain the employees in the right quality, quantity and at the right time required to satisfy the strategic objectives of the organization (Ofori & Aryeetey, 2011). As

explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified persons to apply for job vacancies in the organization.

2.3 Importance of Recruitment and Selection to an organization

The importance of recruitment and selection to any organization cannot be overstressed due to the fact that it is the major function of the human resource department. Recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations, Phillips (1998).

Specifically, the importance of recruitment to an organization is given below:

- i. help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants,
- ii. Increase the pool of job candidates at minimum cost,
- iii. Create a talent pool of candidates to enable the selection of best candidates for the organization,
- iv. Attract and encourage more and more candidates to apply in the organization.
- v. Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities, and
- vi. Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time. Others according to him are; Meet the organizations legal and social obligations regarding the composition of its workforce (Dessler, 2000).

2.4 Employees' Selection

Selection is commonly described as “putting round or square pegs on round or square holes”. It is seen as the techniques focused on choosing from a list of applicants that have ideal understanding, mind-set, knowledge, competence interest and capability to perform the work properly (Campion et al., 2019). It is the procedure that assists in filtering the candidates' depending on their qualifications and picking those considered to be more suitable to complete the task. Basak and Khanna (2017) highlighted that the process of choosing the best candidate from a list of possible candidates to work in a certain position is called selection.

Moreover, Noe, et al., (2017) considered selection as the method through which firms

make a decision on an individual that is going to be permitted to be part of the company or not. Michael (2019) explained that selection is actually the process of gathering and assessing details regarding the individual to expand the employment offer, they added that the process is executed under legal restrictions, and generally, it clearly shows the interest of the association and of the individual. Bako and Aladelusi (2017) expressed that the process of selection of employees is not only to replace employees who left or to increase the number of employees in a company but also to upgrade to employees with better competence, interest, knowledge and skills and who has higher level of commitment towards the organization.

2.5 Organizational Performance

IGI Global (2019) described organizational performance as the ability of the firm's performance to exceed operations in an effective and efficient manner both financially and non-financially. Similarly, Taouab and Issor (2019) described an organization's performance as the ability to do things faster, better, and with the needed quality than the competitors, adapt and overcome the foreseen and emergency situations within the organizational milieu. Verboncu and Zalman (2005) in their study explained that organizational performance is the ability of the organization to secure a competitive edge in the market via efficient and effective operations. In the final analysis, the definitions point to the fact that organizational performance can be evaluated using its competitive strategies and effectiveness and efficiency in the mobilization, allocation and utilization of available human resources to create and increase value addition. In this context therefore, scholars had identified human resources as a major factors that contribute to organizational performance aside strategic plan, organizational leadership, and commitment to achieve quality which influences organization performance (Sergio et al., 2017).

2.6 Empirical Review on Recruitment, Selection and Organizational Performance

Pain & Lu (2018) in their study mentioned that a good employee recruitment and selection process could easily include efficiency in the company's total performance. Makarius (2017) in his study stressed the importance of recruitment and selection methods by highlighting that when an employee is incorrectly recruited and without the needed prerequisite for a specific position, negative impact and abysmal performances are some of the consequences it has on the organization. Eva (2018) pointed out that, selecting employees with requisite knowledge, skill, competence and capacity to fill in the vacant positions in specific departments help the human resources managers to attain a far better balance among the task and the job.

Similarly, an earlier study by Joiner (2017) stressed on the strong nexus in total quality management and organizational performance, which is strongly influenced and executed by human factors. This was also the finding from the study by Ericksen and Dyer (2015) which concludes that the critical influence of human relation in executing the organizational strategic plan in a bid to ensure values that translate to performance cannot be disregarded. Still, on identifying the factors or determinants of organizational performance, using a subjective model, Selvam, et al., (2016) ended that the importance of firms' profitability performance, market-share value, employee and customer satisfaction, growth, corporate governance, environmental audit, and social performance are unarguably linked to the quality of recruited and selected human resources.

Earlier investigations by Sergio, et al., (2017), Selvam, et al., (2016); and Sun and Pan (2011) presents mixed evidence of human resource practices and organizational performance with a significant effect in the context of India and China. However, Sun and Pan (2011) made this remark considering the moderating effect of employees' commitment.

2.7 Theoretical Framework

The suitable theory for this study is the Resource Based Theory. Wright and McMahan (2006), drawing on Barney's (2005) Resource Base Theory of the organization, contended that human resources have the capacity of sustaining competitive edge when four basic requirements are met. That is; they must add value to the organization's production process, the skills the organization seeks must be rare, the combined human capital investments an organization's employees represent cannot be easily imitated, and an organization's human resource must not be subject to replacement by technological advances or other substitutes. Oloyede (2004), argued further that, although labour saving technologies may hinder the returns for some forms of investment in human resources, the paradigm towards automation and service economy industry-wide make such forms of substitution increasingly less probable.

Wright and McMahan's work points to the importance of human resources in the creation of organization's specific competitive advantage. The issue then is, whether or how, organizations can capitalize on this potential source of profitability. Bailey (2007) contended that the human resources are continually underutilized because employees are underemployed. He argued that capacity building practices can affect such discretionary effort through their influence over employee skills and motivation and through organizational structures that provide employees with the ability to control how they perform their roles. He noted further that the contribution

of even a highly skilled and motivated workforce will be limited if jobs are structured or programmed, in such a way that employees, who are more familiar with their job than anyone else do not have the opportunity to use their roles. Therefore, this theoretical base obviously recommends that the behavior of employees within an organization has significant effects on organizational performance and that capacity building practice can affect individual employee performance through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed.

3.0 Methodology/ Materials

This study adopted survey research design and a 15 item structured questionnaire was used to collect data. The research population covered 200 staff of Niger State Internal Revenue Service, with a study sample size of 132 (66%) respondents which was determined using Krejcie and Morgan sample size determination table. A simple random sampling technique was used to select the respondents of one hundred and thirty two (132) from the entire population. Copies of questionnaires were administered on the 132 respondents of which one hundred and twenty (120) copies representing 90% were returned and out of this returned; only 100(83%) copies were properly filled. It is on these 100 copies that data was analyzed using descriptive and inferential statistics. Chi-square was used to test the relatedness of the hypothesis.

The hypotheses tested are: H_0 : There is no significant relationship between the recruitment and selection process and organizational performance. H_1 : There is significant relationship between the recruitment and selection process and organizational performance.

$$X^2_{cal} = \sum \frac{(O - E)^2}{E}$$

Where: O = the observed frequency of responses, E = the expected frequency of responses.

If $X^2_{cal} > X^2_{tab}$ We accept the alternative hypothesis; H_1 If $X^2_{cal} < X^2_{tab}$ we reject the alternative hypothesis; H_1

3.1 Test of Hypotheses

H_0 : There is no significant relationship between the recruitment and selection process and organizational performance.

H_1 : There is significant relationship between the recruitment and selection process and organizational performance.

$$X^2_{cal} = \sum \frac{(O - E)^2}{E}$$

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Table 1. Effect of recruitment and selection on organizational performance

Responses	Observed frequency	Expected frequency	Residual
Yes	90	50	40
No	10	50	-40
Total	100	100	0

Source: Researcher's computation 2022

Table 2. The X^2 calculation can be made

Responses	(ob)	(ef)	(ob-ef)	(ob-ef) ² /ef	Total
Yes	90	50	40	1600/50	32
No	10	50	-40	1600 /50	32
	100	100	0	-	64

Source: Researcher's computation 2022

$$X^2_{cal} = 64$$

$$\text{Degree of freedom} = (r-1)(c-1) = (10-1)(3-1) = 9 \times 2 = 18$$

Level of significance = 5% or 0.05

Therefore, X^2_{tab} with degree of freedom at 5% level of significance = 28.87,

From the values calculated above, we observe that: $X^2_{cal} = 64$, , $X^2_{tab} = 28.87$

This means that $X^2_{cal} > X^2_{tab}$ we therefore accept the alternative hypothesis because it shows that recruitment and selection affect organizational performance positively.

4.0 Results

The demographic data of respondents showed that there are 60(60%) males and 40(40%) females. In terms of age, the respondents' ages are: 18-22 years 12(12%), 23-27 years (29%) 28-32 years (27%) while 33 years and above 20(20%).

Also, with regards to respondents years of work experience, findings showed that those with 1-6 Years are 40(40%), 7-12 Years 40(40%), 13-18 years are 15(15%) while 20 year and above 5(5%). For respondents' qualification, those with OND are 5(5%), HND 20(20%), B.SC 20(20%) while PhD/M.Sc 55(55%).

With regards to the research question on respondents' awareness about the existence of a recruitment policy in the organization, 90(90%) of respondents are aware of the formal policy for recruitment, 5(5%) are not aware, while 5(5%) were indifferent.

Also, with regards to the effectiveness of the recruitment and selection processes, findings showed that 60(60%) of the respondents agree that the recruitment and selection process in the organization is very effective, 35(35%) say it is effective, while 5(5%) responded that it is not effective.

Furthermore, in terms of methods of recruiting staff into the organization, findings showed that 35(35%) of the respondents agree that when vacancies exist, the existing staffs are considered, 60(60%) disagree, while 5(5%) did not answer the question.

More so, in terms of existence of a well structured recruitment process, all the respondents agreed that a well structured recruitment and selection process is in place for new employee.

Additionally, on whether the recruitment process produce qualified candidates, findings showed that 80(80%) of the respondents agreed that the recruitment and selection processes are able to produce qualified candidate, while 20(20%) disagree.

In terms of equity and fairness in the recruitment process, findings showed that 40(40%) of the respondents agree that there is fairness and equity the

recruitment, 55 (55%) disagree, while 5(5%) did not answer the question.

On the methods of advertising vacancies, findings revealed that 5(5%) of the respondent agreed that the method of advertising recruitment is through Television, 15(15%) agreed that it is through newspapers, 40(40%) agreed that it is professional association, 30(30%) agreed that it is employment agencies, 5(5%) agreed that it is employment referral, while 5(5%) did not answer the question.

Also, on the existence of methods of staff' performance evaluation post-recruitment, findings showed that 95(95%) of the respondents agreed that after the recruitment process there are methods to check staff performance, while 5(5%) disagree.

Finally, with regards to the impact of recruitment and selection on organizational performance, 100(100%) of the respondents affirmed that recruitment and selection process were able to produce qualified candidate. This is also supported by previous responses that recruitment and selection process lead to a positive impact organizational performance.

5.0 Discussion and Conclusion

The study set out to investigate the effect of recruitment and selection on organizational performance with specific reference to Niger State Internal Revenue Service. From the findings on all the questions asked, the revelation is that, the recruitment and selection process of the organization has greatly influenced the level of its performance as affirmed by majority of the respondents. The study revealed that the organizations' policy on recruitment and selection is two-stage based. Firstly, analysis of vacancies in all the departments are conducted after which the organization sends invitations to the internal recruitment office as well as invitations from applicants from the general public. The various departments search within its staff to find competent employees to fill job vacancies. The inability of this leads to the use of employee referrals where employees are allowed to recommend potential employees for the various departments.

The second stage is where the organization contact recruitment agencies, human resources consultants and labour unions that helps in recommending

qualified persons for recruitment into the organization. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for interviews and subsequent selection. At the end of the process, recruited and selected applicants are placed and trained for productive engagement.

These findings from this study is in congruence with Huselid (2015), Gamage (2014), Terpstra and Rozell (2013), and Rauf (2007) who observed that recruitment and selection criteria have significant organizational performance effect due to the provision of large pool of qualified applicants: paired with a reliable and valid selection with a substantial influence over the quality and type of skills new employees possess.

Accordingly, Osemeke (2012) supported that when qualified, competent and knowledgeable staff are selected for the job, productivity and organizational performance improves.

Conclusively, no organization can grow beyond its human capacity. The cardinal objective of recruitment and selection process therefore, is to attract and match the capabilities of prospective candidates against the demands and rewards embedded in a specific job. Consequently, successful organizations devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success.

Recruitment and selection is of prime importance to Niger State Internal Revenue Service as it helps to a greater extent, determines the performance of an organization through the engagement of interested, capable and qualified employees for the accomplishment of set organizational goals and objectives. In essence, any organization that is unable to develop a responsive and proactive recruitment and selection process will continue to have the accomplishment of its set goals and objective as a mirage.

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