

Recruitment Practices and Organizational Performance of Tertiary Health Institution in Port Harcourt, Rivers State, Nigeria

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Abstract: *The study examined the effect of recruitment practices and organizational performance. The study became necessary; due to the poor implementation of recruitment practices in tertiary health institutions. In Nigeria specifically, the study was designed to examine the effect of recruitment practices on organizational performance. Literature review was based on some selected variables for investigation. Two research questions and two hypotheses were formulated to guide the study. A cross sectional survey design was used with population size of 3,059, the sample size of 354 was used for data analyses. Taroyamene's estimation formula was used to determine the sample size for the study. A structured questionnaire was used as an instrument for data collection. The Pearson Product Moment Correlation was adopted for data analyses and test for hypotheses at 0.05 significance levels using the statistical package for social sciences (SPSS) version 20. The result of the analyses revealed that there is a very strong and positive significance relationship between recruitment practices and organizational performance. In the light of the above findings, it was concluded that the quality of employees hired determined the degree of organizational performance. Sequel to the above, it was recommended that managers should adopt quality recruitment practices which will enhance the growth of the organization and not just using the quota system or god-fatherism, or man-known syndrome or favouritism for recruitment but on the best-fit approach of recruitment practices.*

Key Words: *Recruitment, Organizational Performance, Effectiveness And Efficiency*

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I. Introduction

The challenge that any organization irrespective of its size, nature of ownership and control faces today is linked to its recruitment practices because recruitment is one of the critical factors in any organization (Fletcher, 2001). This is especially true for service-oriented organizations like banks, where improvement in the services has to be made to meet the rising expectations of the society. Organisations, including the people and by the people and their effectiveness, depend on the behaviour and the performance of the people to survive. Quality recruitment practices most important asset of an organization and it is the performance. It goes without saying that effective organization require an effective system of recruitment practices (Arthur, 1994).

Recruitment practices have the ability to create organization that can be more intelligent, flexible and competent that their rivals through the application of practices that concentrate on effective recruitment. Lately, organization are focused on achieving superior performance through the best use of talented candidates or employees. No matter the amount of technology and mechanization developed, recruitment remains the single most important resource of any success-oriented organization after all, successful businesses are built on the strength of exceptional people based on talent, skills, ability and competence. For any business to survive, recruitment should be given its rightful place of relevance in the organization and not be based on quota system, god-fatherism, man-know-man syndrome and favouritism but on the best fit approach. Recruitment practices are vital process for every successful organization because having the right staff improves and sustains any organizations performance. In the operation of any organization recruitment practices are the major function of human resource department and recruitment practices are the first step towards creating a competitive strength for organization. Recruitment is the process of identifying the organizational needs in terms of man power or labour. It involves a systematic procurement of labour over time. His study centres on recruitment practices within the context of tertiary health institutions in Rivers State.

It has been observed that out of the major challenges militating against organization performance, particularly in developing countries, poor recruitment practices are the highest factor, and this causes a high employee motility rate, continuous decline in quality of services offered by tertiary health instructions, inexperienced medical personnel at work, work force migration, poor workforce planning,

inadequate/inconsistent nominal roll, incessant strike, frequency of patience transfer late payment of wages/salaries, under staffing/overstaffing, etc. (katou, 2008). All these are happening because the core recruitment practices are not adequately followed. Professionalism have been delegated to top management responsibilities and not to line managers. These professionals may not have been co-opted into decisions making body of these organizations. Several factors are responsible for the above mentioned challenges affecting recruitment practices in Nigeria. Some of these include the socio-cultural diversity of Nigeria, which makes Nigeria depends so much on religion, language, culture, gender, man-known man syndrome, god-fatherism and relationship dimensions as the basis used to determine who gets a particular job and where. These unconventional ideologies have always been practiced in Nigeria with wrong results. It has acknowledged that most organizations do not sufficiently fund research programmers that will promote the advancement of recruitment practices in Nigeria and this also poses a major challenge on the productive capacity of most Nigeria organizations.

II. Literature Review

THEORITICAL FRAMEWORK

Recruitment Practices

Recruitment is a vital process for every successful organization. This is because having the right calibre of staff improves and sustains organizational performance. The degree of an organization's selection system influences bottom-line business outcome such as productivity and financial performance. In the operation of any organization, recruitment and selection processes are the major function of human resource department and recruitment process is the first step towards creating competitive strength of organizations. The Recruitment process involves a systematic procedure for sourcing the candidates to be engaged, arranging and conducting interview and this requires many resources and time. Accordingly, recruitment and selection processes are conceived as the processes by which organization solicit, contact and interview potential appointees, and then establish whether it would be appropriate to appoint ant of them (Sisson, 1994). Recruitment and selection are processes are the two phases of the employment processes but there is a difference between the two. Recruitment is the process of searching out candidates for employment and stimulating them to apply for jobs in the organization while selection involves the series of steps by which the candidates are screened through various testing procedures for choosing the most suitable person for vacant post in the organization.

Similarly, the basic purpose of recruitment is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees apply in the organization whereas the basic purpose of selection process is to choose the right candidates to fill the various positions in the organization. The recruitment process is immediately followed by the selection process, which involves final interviews and a decision-making process conveying the decision made other and appointment formalities. Recruitment is seen as a "positive process of generating a pool of candidates by reaching the right audiences suitable to fill available vacancies within an organization (Leopold 2002).

On the other hand, Leopold (2002) stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates' qualifications for specified positions. Selection, therefore is a process that involves a series of steps by which candidates seeking job positions are screened to choose the most suitable persons for vacant post. Recruitment of candidates is the function preceding selection, and this helps to create a pool of prospective employees for the organization so that management can select the right candidates for right jobs from this pool. The main objective of the recruitment process is to expedite the selection process.

Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in their target jobs. Better recruitment and selection strategies result in improved, organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence investing in the development of a comprehensive and valid selection system is money well spent.

Recruitment and selection are vital processes for a successful organization, having the right staff can "improve and sustain organizational performance" (Petts, 1997). The basic purpose of recruitment and selection is to create a talent pool candidate to ensure the selection of best candidates for an organization by attracting more and more employees to apply in the organization as well as to enable the organization choose the right candidates to fill its various position which process must be based on merit or technical know-how.

Organization Performance

The concept of organizational performance is generally understood as the combination of effectiveness and efficiency. Effectiveness can be defined as the capacity of an organization to achieve its goals, while efficiency compares the ratio between the resources used and the results obtained by an organization, without

considering user satisfaction. Organizational performance is a social construction (Quinn and Rohrbaugh, 1983; Cameron, 1986) and, as such is related to the nature of organizations and their actors. Organization performance comprises the actual output or results of an organization as measured against its intended goals and objectives. The term organizational effectiveness is broader.

According to Richard et al (2000) organization performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market shares, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance. These include strategic planners, operations managers, finance experts, legal practitioners, and organizational development specialist. Performance is considered to be a construction (Quinn and Rohrbaugh, 19983; Venkatraman and Ramanujan, 1986; Henri, 2004) and the purpose of defining this concept is to determine its properties and dimensions. The notion of performance has an abstract character and its definition is made y references to other concepts, on which we believe that performance is built. A concept is itself an abstraction of observable or measurable facts; certain concepts are at a high level of abstraction, and their explanation is achieved through other concepts, so they are called construction (Quinn and Rohrbaugh, 1983).

Since 1950, studies in organizational theory are based on the concept of effectiveness, and the terms efficiency and performance are considered interchangeable (Venkatraman and Ramanujam, 1986), because issue related to defining, measuring and explaining them are identical (Dalton et al., 1980, Thompson and Abernethy 2000). In addition, early studies on firms did not analyse performance, but organizational behaviour (Dalton et al., 1980), which demonstrates, on the one hand, the dynamic nature of the concept, and on the other hand, all variables related to organizational behaviour. Moreover, performance is difficult to define, but it can have at least three meanings or connotations:

1. A successful outcome of an action or the action itself.
2. Performance shows the ability to move things to constant effects
3. The word performance is the carrier of an ideology of progress, effect, always makes better (Bourguignon, 1997).

These definitions of Bourguignon (1997) associate performance with an “action”, with a certain “behavior ” (in terms of a dynamic view, meaning “to perform”) and not just as a “result” (in terms of a static view). A result is nothing if considered alone, because it cannot be separated from means of its activities and objectives: performance is based on logical action stages, starting with the intention and going till the actual result is achieved.

Furthermore, we can make a distinction between “performance” and “being efficient” (Villanin, 2003), due to the fact that performance can be described more as a result of the past, while being efficient means to achieve the objectives in the future based on yesterday’s plans.

Efficiency

Efficiency is a process characteristic of indicating the degree to which the process produces the required output at minimum resource cost (Robbins, 2009). Ogboso & Amah (2006) opined that efficiency refers to the accomplishment of goals with minimum resources or waste. It includes measure such as time minimization, cost minimization and waste minimization. Speed and time are important resources for any organization and must be seen to seek to maximize speed and minimize time. The way organization do this, indicates how efficient and productive they are. Speed and time were the essence of time and motion studies since the day the theory of scientific Management was introduced by Taylor and this led to managerial efficiency in organizations a over the world. They are sources of competitive advantage. Doing the right in corporate governance terms is an importance, but not a sufficient condition for performance. And doing the wrong thing (e.g. and ineffective adult committee or lack of independence among the executives) will make it more difficult for an organization to perform but is not a measure of success or lack of it either. (Taylor).

Effectiveness

The concept of organizational effectiveness is among the most elusive and controversial issues in the literature of organizational theory. A major contributor of the controversy appears to be the fact that organizational effectiveness has come to be regarded by many as being synonymous with goal attainment. Composition of people that formulate independent business strategies for some specific purpose is commonly known as planners or strategists for achieving with well-defined resources geared towards efficiency and effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the result the organization aim to accomplish (Muhammad, et al, 2011). Effectiveness is a broad concept that is difficult to measure in organizations. According to Amah, (2004) the concept of organizational effectiveness is an elusive one in that there is no single way of defining it. This may be due to the too many criteria used and the

many definitions available for the concept. (Veldsman, 1982) defined organizational effectiveness as a qualification attached to an organization resulting from the comparison from the actual state of the entity against its ideal state. He posits that an organization can either be effective or ineffective. Effective organizations are built on effective individuals who work effectively in groups (Lawler, 1972). There are different variables for measuring organizational effectiveness. Maheshwari (1980) said this much when he opined that organizational effectiveness is a multi-dimensional concept, which has no agreement as to which dimensions are significant and should be used as the basis of the analysis.

The Influence of Recruitment Practices on Organizational Performance

The effectiveness of recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as to a more positive organizational image. Recruitment and selection practices are vital processes for a successful organization; having the right staff can improve and sustain organizational performance. Also, effective recruitment and selection practices are central and crucial to the successful functioning of the organization as they depend on finding people with the necessary skills, expertise and qualification to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson 1994).

On the other hand, better recruitment and selection strategies result in improved organization outcomes. The more effective organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of comprehensive and valid selection system is money well spent (Hall and Torrington, 1998). Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce, but rather aims to put in place workers who can perform at a high level and demonstrate commitment. Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance. If organizations are able to make an accurate prediction regarding their future abilities; recruiting and selecting staff in an effective manner can both avoid undesired cost: for example, those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects of recruitment and selection noting that: The recruitment and selection of employees is fundamental to the functional of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruited and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization, but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it helps to increase their performance and help sustain the growth of organizations.

RESEARCH HYPOTHESES

The research hypotheses for this study are:

HO₁: There is no significant relationship between recruitment practices and effectiveness of tertiary health institutions in Port Harcourt, Nigeria

HO₂: There is no significant relationship between recruitment practices and efficiency of tertiary health institutions in Port Harcourt, Nigeria

III. Methodology

The design chosen for the study was the survey research design because of its requirements on how to collect data from a wide range of subjects to elicit acceptable generalization. The research practice is concerned with the extent to which one or more variables affect or influence the others. The study involved the use of questionnaire to collect information from selected number of hospitals in the tertiary health sector in Port Harcourt, Rivers State on the influence of recruitment practices on the organization performance of tertiary health institutions in Port Harcourt. The sampling procedure used in this study was the purposive or convenient sampling technique. This is because the characteristics of the personnel in those sectors and hospital are observable in all the hospital in tertiary health sector in the state. The population was size 3059, because of its large size, Taro-Yamane estimated formula was used to reduce the sample to 354. The method used in collecting

primary data involved the administration of research questionnaire to the selected hospital in the survey to respondents. The variables in the questionnaire were measured using the likert scale. The data for the study were generated from the evaluation of the questionnaire using statistical tool of (SPSS) (Statistical Package for Social Science) from window version 20) with significant level of 0.05. The SPSS was used in the quantitative evaluation to express the regression evaluation, the correlation coefficient as well as the test statistic on the influence of recruitment plan of action; The reliability of the research instrument was done through the use Cronbach' Alpha in table 1. The table below indicates that the dimension of the independent and dependent variable had a Cronbach' Alpha value that is greater than 7 which is accepted as trusty measure.

Test of Reliability	
Variables Tested	Cronbach' Alpha
Result	Recruitment
	0.966
Training	0.968
	Employee Compensation
0.978	
Effectiveness	0.973
	Efficiency
0.973	

Source: SPSS20.0 Output (based on 2017 field data)

Table 2: Correlations Evaluation Showing the Relationship between Recruitment and Effectiveness. Correlations

	Recruitment	Effectiveness
Pearson Correlation	1	.917**
Recruitment Sig. (2-tailed)		.000
N	9	278
278		
Pearson Correlation		.917**
1		
Effectiveness Sig. (2-tailed)		.000
N	278	278

****Correlation is remarkable at the 0.01 extent (2-tailed).**

Source: survey Data, 2018

Table 2 revealed that the Pearson's Product Moment Correlation Coefficient (r)=0.917. this value is very high, which indicate that a strong relationship exist between recruitment and effectiveness. It also show that a positive relationship exist between the two variables due to the positive sign of the correlation coefficient. This means that the changes in recruitment will also bring about the corresponding degree of change in effectiveness in the studied institutions. The probability/remarkable value (PV)=0.000<0.05 (level of significance) therefore a remarkable relationship exists between recruitment and effectiveness

Relationship between Recruitment and Efficiency

Table 3: Correlations Evaluation showing the Relationship between Recruitment and Efficiency Correlations

		Recruitment	Effectiveness
	Pearson Correlation	1	.903**
Recruitment	Sig. (2-tailed)		.000
278	N	278	
	Pearson Correlation	.903**	
1			
Effectiveness	Sig. (2-tailed)		.000
	N	278	278

****Correlation is remarkable at the 0.01 extent (2-tailed).**

Source: survey Data, 2018

The result above revealed that the Pearson’s product moment correlation coefficient $r=0.903$. this value is very high, which indicate that a very strong association exist amongst recruitment and efficiency. It also shows that a positive association exist amongst the two variables due to the correlation coefficient. This means that changes in recruitment will also bring about the corresponding degree of change in efficiency in the studied institutions. The probability/remarkable value (PV)=0.000<0.05 (level of significance) therefore a remarkable relationship exists between recruitment and efficiency.

IV. Discussion of Findings

The study, using statistical package for social science (SPSS), investigated the effect of recruitment practices and organizational performance of tertiary health institutions in Port Harcourt, Rivers State. The Pearson’s product moment correlation coefficient was used for data analysis and test of hypotheses at 0.05 significant levels. The findings revealed that there is a very strong and positive relationship between recruitment practices and effectiveness. The same is true for efficiency since the finding of the study strongly agreed with the views of authors such as Holzer, et al. (1987) and Katou (2008). That there is a direct and very strong and positive relationship between recruitment practices and efficiency and effectiveness. The findings of the test of these hypotheses are also in agreement with the study of Mustapha, Ilesanmi and Aremu (2013) which indicated that effective recruitment are keys to organizational performance, that a well-planned recruitment practice contributes to organizational performance. This is consistent with the research done by Chew and Basu (2005) and Khandekar and Sharma (2015). Recruitment based on well-defined merit and unprejudiced system developed through managerial expert options using standardized tests to scrutinize the exact required attitudes, skills and knowledge in potential candidates showed notable significant correlations with employee performance and perceived organizational performance. Result were similar to the findings (1987), Katou (2008) and support the argument of Tseng et al (2009) that identification of the right candidates with required skills to perform the job for achieving organizational performance is the output of sophisticated selection system. They concluded by noting that poor recruitment practices can lead to wrong selection of applicants. From the above finding it is concluded that the following outcomes of the research evaluation which include the recruitment practices and measures of organizational performance, recruitment practices influence the effectiveness and efficiency of tertiary health institution in Rivers State.

V. Conclusion and Recommendations

In conclusion, the study revealed that recruitment practices have some remarkable influence on organizational performance. It has been found also that the performance of tertiary health institution can be attributed to better recruitment practices. Based on these results, the researcher concluded that the effectiveness of enforcing good recruitment practices in tertiary health institution will yield better results. The findings also

show that recruitment practices have a huge impact on the performance of tertiary health institution, particularly at the University of Port Harcourt Teaching Hospital (UPTH) and Braithwaite Memorial Specialist Hospital (BMSH) all in Port Harcourt, Rivers State, Nigeria. Sequel to the above, it was recommended that managers should adopt quality recruitment practices which will enhance the growth of their organizations and not use quota systems, or god-fatherism, mam-know-man syndrome or favouritism but on the best fit approach of recruitment practices.

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