

**TITLE PAGE**

**EFFECT OF RECRUITMENT PROCEDURE ON THE  
PERFORMANCE OF OFFICE PROFESSIONALS IN (CBMS)  
KADUNA POLYTECHNIC KADUNA**

**BY**

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF  
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## DECLARATION

I hereby declare that this project work undertaken by me under the supervision of **Mr. Micheal.N.Nte** of the Department of Office Technology and Management, Kaduna Polytechnic, Kaduna, was totally my effort. Due credit has been accredited to all authors whose work were consulted during the study.

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## APPROVAL

This is to certify that this is an original work undertaken by SHERIF MUHAMMAD SAIDU KPT/CBMS/19/43758, and has been prepared in according with the regulations governing the preparation and presentation of research project in Kaduna Polytechnic Kaduna.

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## **DEDICATION**

I dedicate this project to Almighty Allah for the grace and strength He gave me throughout the period of this program

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## ABSTRACT

*This research study examine effect of recruitment procedure on performance of office professional in Kaduna polytechnic (CBMS). The study holistically look at the effect of recruitment procedure on performance of office professional in Kaduna Polytechnic (CBMS). A review of related literature was made to provide theoretical framework for the study five (5) research question were formulated to generate data. The population of the study was 31. All the 31 were used as the sample size, this inline in line with (Ndagi, 2016). The population group consists of staff (academic and non-academic staff) of the eight department in CBMS Kaduna Polytechnic. A set of questionnaire containing 25 variables was administered and data were analyzed using the arithmetic mean score method from the findings of the study, it revealed that employee conditions greatly affect recruitment in the institution and effective conduct of job analysis and targeting right potential candidates ensures a good match between applicant and the job. The study, concludes that effective recruitment and selection is possible through a dedicated and competent HR. The study therefore recommends amongst others that there is need to train and retrain staff saddled with the responsibility of recruiting into the institution and that institution need to encourage recruitment discipline so as to ensure right and qualified applicant are employed.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Recruitment is the set of activities and processes used to obtain a sufficient number of qualified people at the right place and right time so that people and organizations can choose each other in their own best and short-term interests. The overall goal of the recruitment and selection process is to obtain the number and quality of employees required to satisfy any organization's human resources at the lowest possible cost. The recruitment process provides the institution/organization with a pool of potentially qualified job candidates from which to make prudent selections to fill vacancies (Richardson, 2018).

Recruitment and Selection is a vital process for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization's selection system influence bottom-line business outcomes, such as productivity and financial performance a dream for any organization. In the operations of any organization, recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

Accordingly, Recruitment and selection are conceived as the processes by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them. Sisson (2014).

Recruitment and selection are the two phases of the employment process but there is a difference between the two. The recruitment is the process of searching the 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 for choosing the most suitable persons for vacant posts.

Similarly, the basic purpose of recruitments 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 in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Petts. 2017).

The recruitment process is immediately followed by the selection process, which is the final interviews and the decision making, conveying the decision and the appointment formalities. Recruiting is seen as a “positive process of generating a pool of candidates by reaching the right” audience, suitable to fill the vacancy” (Leopold, 2012), On the other hand, he 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 the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that management can select the right candidate for the right job from this pool (Petts. 2017).

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 the target job, and 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 (Richardson, 2018).

Recruitment and Selection are vital processes for a successful organization, having the right staff can "improve and sustain organizational performance" (Petts. 2017).

The basic purpose of recruitments and selection 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 in the organization as well as to choose the right candidate to fill the various positions in the organization which process must be based on merit or technical knowhow (Richardson, 2018).

## **1.2 Statement of the Problem**

In recent years, there has been increase in the rate of business failure, closure and at best low productivity and in most cases; it was due to low level of organizational performance. To explain the situation, various factors have been looked into including competitive strategy in an organization.

Despite the conflict between the stakeholders and the Office professional, the personnel have crucial roles to play in ensuring the resolution of impending conflicts between the management and the employees for the achievement of goals and objectives of the organization. Unfortunately, some organizations pay more attention on factors like

money incentives, and/or physiological factors without giving much attention to the recruitment and selection of work force (Deshi, 2017).

Recruitment and selection form the process of hiring employees, this process includes human resource planning, inviting applicants through advertisements and screening. Contrary to this however, it is often heard among office professional the recruitment procedures has not been regulated because advertisements for the recruitment of office professionals both internally and externally are not placed(Kline, 2017).

Applicants are rarely shortlisted and selection procedures are not followed. Staff within the university are been overlooked and people outside are placed above those already in the institution even when they are qualified and fit to fill the existing job vacancies.

When recruitment procedures are not followed, mediocre candidates may be appointed, and when advertisements are not placed or are poorly done, fewer applicants will respond, reducing the institution's chances of hiring the best.

Poor hiring can also bring people into the institution who are unfamiliar with the culture of the organization, which can lead to jealousy and disharmony among employees.

This research is carried out to ascertain the level at which recruitment procedures are being followed in Kaduna Polytechnic (CBMS) in the recruitment of office professionals and its effect on their job performance

### **1.3 Purpose of the Study**

The purpose of the study is to determine the effective of requirement procedure on the performance of office professionals in Kaduna Polytechnic (CBMS).

The specific objectives are:

- i. To identify the various types of recruitment use in the institution
- ii. To identify processes involve in the internal and external recruitment in the institution
- iii. To ascertain the effect of recruitment and selection procedure on office professionals in Kaduna Polytechnic (CBMS)
- iv. To identify factors influencing recruitment and selection in Kaduna Polytechnic (CBMS).
- v. To determine ways necessary to minimize challenges of recruitment and selection in Kaduna Polytechnic (CBMS).

#### **1.4 Research Questions**

The following questions are raised to address the specific objectives.

- i. What are the various types of recruitment use in the institution?
- ii. What are the processes involve in the internal and external recruitment in the institution?
- iii. What is the effect of recruitment and selection procedure in office professionals in Kaduna Polytechnic (CBMS)?
- iv. What are the factors influencing recruitment and selection in Kaduna Polytechnic (CBMS)?
- v. What are the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS)?

#### **1.5 Significance of the Study**

The significance of this study cannot be over emphasized this is owing to the fact that recruitment and selection procedures helps the employer to identify the ability, skills and

knowledge that employees have in their respective area of job specialization as it affect the objective.

The findings from this research and the knowledge acquired would be of great benefit to the: Institution, Employee and Future researchers

**Institution:** The institution will improve the aspect of quality and quantity output achievement thereby preventing labour turnover and absenteeism. It will also enhance the development in a planned and well refined way. This research will be of great assistance to the Registry Department of Kaduna Polytechnic (CBMS) in ensuring that the right recruitment procedures are adopted for the recruitment of office professionals for the University. This will make it possible for the right personnel to be recruited at the right time and at lesser cost.

**Employee:** Training and development bring s about confidence to face all the challenges that may come his or her way, which is through personal knowledge and skills. The research will also highlight the importance of recruitment procedures and their effects on the job performance of office professionals.

**Future Researchers:** This is expected to be a useful resource material to future researcher whose research work is related to this field.

## **1.6 The Scope of the Study**

This research is focused on the effects of recruitment procedures on the job performance of Office Professionals in Kaduna Polytechnic (CBMS). Basically, the study is focused on: to identify the various types of recruitment use in the institution, to identify processes involved in the internal and external recruitment in the institution, to ascertain the effect of recruitment and selection procedure on office professionals in Kaduna Polytechnic

(CBMS), to identify factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) and to determine ways necessary to minimize challenges of recruitment and selection in Kaduna Polytechnic (CBMS).

## 1.7 Definition of terms

**Recruitment:** This is a core function of human resource management.

**Procedure:** This is a term used in a variety of industries to define a series of steps, taken together to achieve a desired result.

**Performance:** The accomplishment of a given task measured against preset know standard of accuracy.

**Office:** A room assigned to a specific person or group of person in a Commercial Organization.

**Professionals:** Person who has achieved an acclaimed level of proficiency in a calling or trade.

**Selection:** The action of choosing and acquiring plots of land for small farming on terms favorable to the buyer.

**Employee:** An employee is an individual who was hired by an employer to do a specific job.

**Human Resources:** A personnel of a business or organization, regarded as a significant asset in terms of skills and abilities.

**Hiring:** Someone who is employed for wages.

**Internal Source:** Suppliers of input that comes from inside a business.

**External Source:** Suppliers of input that comes from outside a business.

**Office Professional:** Office professional is a premier provider of flexible, temp-to-hire professionals to a diverse portfolio of clients.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter contains a comprehensive review of literature relating to the topic under consideration. The literature are obtained from relevant textbooks, internet and are presented under the following such headings.

#### 2.1 Recruitment as a Concept

- 2.2 Types of Recruitment
- 2.3 Concept of Office Professionals
- 2.4 Concept of Performance
- 2.5 Process of Recruitment
- 2.6 Factors Influencing Recruitment
- 2.7 Effect of Recruitment
- 2.8 Strategies for Minimizing Recruitment Challenges
- 2.7 Summary of the Review

## **2.1 Recruitment as a Concept**

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources, Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. At the middle levels, senior administrative, technical and junior executive positions are often filled

internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted 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 Jovanovic (2004).

Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

Additionally, 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. Recruitment also, is concerned with tapping the sources of human resources. Whereas selection is concerned with selecting the most suitable candidate through various interviews and tests, and finally, there is no contract of recruitment established in recruitment whereas selection results in a contract of service between the employer and the selected employee. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision

making, conveying the decision and the appointment formalities, (Wanous,2012).

Recruitment is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment. 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. Organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, (Leopold, 2012).

## **2.2 Types of Recruitment**

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of the recruitment, (Schmidt and Hunter, 2018).

They further explain that internal recruiting seeks to fill vacancies with current employees. It is the most common approach; Notify present employees and encourage them to apply for positions in which they are qualified, ask present employees for referrals; often those referrals are other current employees. According to them internal recruitment is advantageous in a sense that it increases morale, retains employees, attendance and work records are known, and less training necessary. However, they say is disadvantages because it encourages lack of new ideas, may settle for less qualified to avoid hurt feelings, and bring ripple effect creating other vacancies.

In addition, Schmidt and Hunter (2018) demonstrate also that external recruiting may be effective in certain situations it includes the ability to attract the most qualified individuals, a reduction in resentment, the ability to bring in new ideas, and recruitment from minority groups but to the contrary it calls for the need for more training, the chance of losing current employees to new opportunities elsewhere, and the risk of the unknown regarding the new employee.

External Recruiting Resources can be used to locate, identify, and attract qualified applicants, and they include; Newspaper ads, specialized journals and publications, Professional organizations, Educational institutions, Public employment services, Private employment agencies, Labor unions and trade associations, Walk-ins and mail-ins.

The Internet as a new resource ,Taylor and Collins (2012), and are the present Employees , Unsolicited Applicants , Educational and Professional Institutions, Public

Employment Offices , Private employment Agencies, Employee Referrals , Help wanted Advertising , Walk-Ins , Schmidt and Hunter(1998). In their literature Taylor and Collins (2000), and Schmidt and Hunter (1998), they agree that a combined Approach is probably the most common to make the most of the advantages of each, and further highlights the factors that influence both sources. Factors affecting recruitment Taylor and Collins (2000), and (Schmidt and Hunter, 2018).

From the above, the sources of recruitment and selection are through the internal and external sources. However recruitment and selection is faced with lots of challenges.

### **2.3 Concept of Office Professionals**

The term office professional has series of definitions by various scholars; however, it has been miss-interpreted and misconceived by many in the society today. Anderson (2014)

defines an office professional as one who can think for you and act for you, anticipate your whims and increase the output of the organization and can phenomenally convey a favorable image of the employer throughout the company and can please clients. From the above definition, an office professional can be said to be someone endowed with manual mental ability to perform her duties within little or no supervision. To be able to do this, she needs to have mastered not just act or the basic qualification or speed in shorthand.

Azuka (2015) asserts that an office professional can be as an essential link in the diversified daily activities of the organization, the pivot on which organization activities rotates in organization.

Almost all the activities of an office revolves around the office professional. Association of office professionals in America defines office professional as an assistant to an executives, possessing the mastery of office skills and abilities without direct supervision, which displays initiative exercise judgment and making decisions within the scope of his/her authority. This definition tries to look at the office professional from a wider or broader perspective as it clearly include in the definition the roles of office professional in today's office environment.

## **2.4 Concept of Performance**

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour.

Latham, Sulsky and Macdonald (2017) emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes. They state that a performance theory is needed that stipulates:

- i. The relevant performance dimensions;
- ii. The performance standards or expectations associated with different performance levels;
- iii. How situational constraints should be weighed (if at all) when evaluating performance;
- iv. The number of performance levels or gradients;
- v. The extent to which performance should be based on absolute or comparative standards.

There are different views on what performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person's accomplishments. Performance is something that the person leaves behind and that exists apart from the purpose. Performance could be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions. Also performance is about outcomes but the concept is linked to the idea of a balanced scorecard.

Fletcher (2011) mentions, contextual performance deals with attributes that go beyond task competence and that foster behaviours that enhance the climate and effectiveness of the organization. The Oxford English Dictionary defines performance as the accomplishment, execution, carrying out, working out of anything ordered or undertaken? This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the results achieved. Performance could therefore be regarded as behaviour - the way in which organizations, teams and individuals get work done. Performance is behaviour and should be distinguished from the outcomes because they

can be contaminated by systems factors.

A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the Instruments for results, behaviours are also outcomes in their own right -the product of mental and physical effort applied to tasks - and can be judged apart from results (Latham, Sulsky and Macdonald (2017).

This definition of performance leads to the conclusion that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered. This is the mixed model of performance management that covers competency levels and achievements as Well as objective setting and review. And it is this model that research (Armstrong and Baron, 2014) has shown to be the one that is now interesting many organizations. Performance can be said to be more concerned with measuring performance.

Performance is the behaviour or action relevant to the attainment of the organization's goals that can be scaled, that is, measured.

Organizational performance can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong and Baron, 2014)

Performance management is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework at planned goals standards and competence requirements. It is a process for establishing and developing, and an approach to managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is owned and driven by line management.

## 2.5 Process of Recruitment

Recruitment forms a core part of the central activities lying human resource management namely, the acquisition, development and reward of workers.

French and Rumbles (2011), lathed that “Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), management goals and legal requirements”. They further observed that “Although the functions are closely

connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members.”

The overall aim of the recruitment and selection process should be to obtain at the minimum cost the number of employees required to satisfy the human resources needs of the organization.

There are three (3) stages of recruitment and selection that will be looked at as outlined by French and Rumbles (2011)

**Defining Requirements:** This involves preparing job descriptions and specifications; deciding terms and conditions of employment. Requirement for particular positions are set out in the form of role profiles and person specifications. Role profiles define overall purposes of the role, its reporting relationships and key result areas. For the purpose of recruitment the profile include information on terms and conditions, special requirements such as training, development and career opportunities. A person specification defines the education, training, qualifications, experience and technical competencies.

**Attracting Candidates:** This is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. In cases where there are difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates - the strength and weakness of the organization as an employer.

First consideration should be given to internal candidates, although some organization insists that all internal candidates should apply for vacancies on the same footing as external candidates.

The main source of candidates are:

**Advertising:** Advertising is the most obvious method of attracting candidates:. According to Ujo (2013), “advertising is a method of obtaining external personnel. Adverts are commonly placed in daily newspapers and in Newsletters and Journals of professional associations.... These advertisements describe the available position, the nature of the job and employee qualification”.

**Selecting Candidates:** Selection is one of the stages of recruitment and selection, which includes the choice of methods by which an employer reduces a short-listed group following the recruitment stage, leading to an employment decision. To get the applicants that are suitable for a job, they assessed by looking for relevant skills, knowledge, aptitude, qualifications and education or job related experience. These can be determined through screening résumés (CVs); job applications; interviews. More proactive identification methods include psychological, aptitude, numeracy, and literacy testing and the testimony of references.

## 2.6 Factors Influencing Recruitment

All enterprises, big or small, have to engage themselves in recruitment of persons. A number of factors influence this process. According to Edwin, (2015) factors that influence recruitment are:

*i. Size of the Enterprise:*

The number of persons to be recruited will depend upon the size of an enterprise. A big enterprise requires more persons at regular intervals while a small undertaking employs only a few employees. A big business house will always be in touch with sources of supply and shall try to attract more and more persons for making a proper selection. It can afford to spend more amounts in locating prospective candidates. So the size of an enterprise will affect the process of recruitment.

*ii. Employment Conditions:*

The employment conditions in an economy greatly affect recruitment process. In under-developed economies, employment opportunities are limited and there is no dearth of prospective candidates. At the same time suitable candidates may not be available because of lack of educational and technical facilities. If the availability of persons is more, then selection from large number becomes easy. On the other hand, if there is a shortage of qualified technical persons, then it will be difficult to locate suitable persons.

*iii. Salary Structure and Working Conditions:*

The wages offered and working conditions prevailing in an enterprise greatly influence the availability of personnel. If higher wages are paid as compared to similar concerns, the enterprise will not face any difficulty in making recruitments. An organisation offering low wages can face the problem of labour turnover.

The working conditions in an enterprise will determine job satisfaction of employees. An enterprise offering good working conditions like proper sanitation, lighting, ventilation, etc. would give more job satisfaction to employees and they may not leave their present job.

On the other hand, if employees leave the jobs due to unsatisfactory working conditions, it will lead to fresh recruitment of new persons.

**iv. Rate of Growth:**

The growth rate of an enterprise also affects recruitment process. An expanding concern will require regular employment of new employees. There will also be promotions of existing employees necessitating the filling up of those vacancies. A stagnant enterprise can recruit persons only when present incumbent vacates his position on retirement, etc

## **2.7 Effect of Recruitment**

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time.

### **Level of HR Managers**

Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team, Kaplan and Norton (2004). In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce,

effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices.

### **Uncertainty in Business Strategy**

A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business.

### **Job Analysis**

Whitmell Associates (2004) effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital.

### **Job Description**

The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job, Johnston (1999). A range of methods, such as application

forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection process.

The recruitment process is a difficult and often time-consuming one. Many companies prefer to outsource the process simple because of how many tasks are required in order to complete the objective of finding a good employee.

For example, it can be difficult to know whether or not a resume is legitimate. Many employees will fake a resume. They also fake referrals or certifications. This presents a clear problem to employers who are trying to find qualified candidates to fill their particular position.

After surveying a number of reputable resources on recruiting, Some of the biggest challenges for recruiting qualified employees are listed below, according to (Kaplan, & Norton, 2004).

**i. Finding a qualified employee in time:**

Many companies need an employee right now. They've just laid someone off or had to fire someone because of uncontrollable circumstances. They might also had to let a person go because they voluntarily left for a better opportunity.

Either way, this employer likely has an immediate need. With an immediate need, you have to fill that position promptly or also can cost the employer money.

**ii. Making sure a resume is legitimate:**

As mentioned above, employees will oftentimes fake resumes. There will also fake referrals, certifications, and even education. This is because most employers don't have time to research a potential employee's resume.

In order to make sure that an employee's resume is legitimate, a recruiter or recruiting service should look into every qualification that the employee claims to have.

**iii. Finding a qualified employee:**

Assuming the qualifications are accurate, many employees simply don't have the right qualifications they need in order to get the job. This can sometimes be as simple as looking at the resume. Other times you ask and dig a little deeper.

Given the fact that many job postings get hundreds of resumes, it is quite a bit of work to sort through all that in order to find the qualified candidate.

**iv. Planning the interview process:**

Most jobs have a very detailed interview process. You'll start with a manager, then maybe move your way up one or two levels higher for follow-up interview.

Someone has to plan the structure of the interview. They also have to be asking the right questions. Having someone present to do an interview and plan out the interview process is a lot of work especially when you have dozens of candidates.

**v. Making the right choice:**

At the end of the day, an employer still has a hard choice to make. Who to hire is never an easy choice. You can lose a lot of money. With so many different employees and varying qualifications, it's pretty overwhelming to even consider who you might hire.

A lot of times, it's better to have someone handle this situation full-time. If you have someone in your company that meets all the necessary qualifications to recruit, that might be a great choice. Another option would be a staffing company. These are companies that are designed specifically to find you the employees you need. Either one is a great choice depending on your particular situation.

## 2.8 Strategies for Minimizing Recruitment Challenges

Recruiting in this day and age is a challenge, indeed. It's getting more so with leaner teams and leaner budgets – but with the same expected results. In view of Mapstone, Elbourne and Roberts (2017), this study presents some of the most common recruitment challenges that one might be facing in workplace and tips on how it can be overcome.

### i. Attracting the right candidates

To discover the right candidate in a pool full of unqualified talent, it is necessary that the options are limited. It is necessary to choose the best person that is available at the time and not the best fit for the job. But it's not always about the number of candidates who apply; the best way to hire the right people is often from a smaller pipeline of more qualified talent (Mapstone, Elbourne & Roberts, 2017).

**It is important** for clarity about the requirements in the job ads so as to give a concise view of the role. Use of [application form with 'knock-out' questions](#) to directly address the key concerns. For example, need someone with a clean driving license? Include a yes/no question asking candidates if they have one. It's a fast way to screen out people who aren't right for the role.

## ii. **Engaging qualified candidates**

Good candidates are often contacted regularly by recruiters, making it harder for some email to stand out. In addition, candidates with hard-to-find skills are often considering several job offers at the same time. Organizations need to put extra effort into [persuading passive candidates](#) to choose the company over your competitors.

Before contacting a passive candidate, it is necessary to [research what motivates them](#) and what makes them happy in their job. With this knowledge, it is therefore important to [personalize sourcing emails](#) to describe what they can offer instead of what they can do for the company.

## iii. **Hiring fast**

Hiring teams want to hire as fast as possible, because vacant positions cost money and delay operations. Yet, depending on the industry, [making a hire can take several months](#) putting pressure on recruiters and frustrating hiring teams. A long [time to hire](#) may be a byproduct of a shortage of qualified candidates. The hiring process may be too long or hiring teams might struggle to reach a consensus, resulting in the best candidates finding jobs elsewhere (Mapstone, Elbourne & Roberts, 2017).

**It is important** Look at organizations hiring process and not all the hiring stages really required. Is the organization looking in the right places to fill their candidate pipelines? Do they communicate quickly with candidates and with each other? All these questions can be answered with the help of [recruiting metrics](#) from the Applicant Tracking System (ATS).

Sometimes long time to hire is natural when hiring for hard-to-fill roles. It is necessary to explain the hiring teams and set expectations early on. They need to know what

a realistic timeline is and highlight the importance of hiring carefully for roles where a bad hire could cost a lot of money.

Streamline of applicant tracking process

Organizations need to move faster on a platform that automates the admin. From requisition to offer letter, Workable automates process and manual tasks.

#### **iv. Using data-driven recruitment**

Companies can use [recruitment data and metrics](#) to constantly improve their recruiting process and make more informed decisions. But collecting and processing data can be a hassle. Spreadsheets are one way to track hiring data but they [require manual work](#), are prone to human error and [they're not compliant](#). This makes it hard to track data and trends accurately. Hiring teams need ways to compile and organize data in an efficient and streamlined way (Kline, 2017).

**Organizations** can store data and export helpful reports using systems like an [ATS](#), Google Analytics or recruitment marketing software.

#### **v. Building a strong employer brand**

A good [employer brand](#) helps attract and engage better candidates. Organizations that invest in employer branding are [three times more likely to make a quality hire](#). Yet, it's a complex process that includes anything from ensuring a positive candidate experience to promoting your culture on social media. It's a continuous, collective effort that requires you to step out of your usual duties and secure buy-in from your coworkers.

Furthermore, it is always pertinent to reply (courteously) to online reviews – bad and good. Give the coworkers the means to tell their story about their work and what they like (for example, through blogs and videos). And above all, be a good employer and it'll show (Kline, 2017).

**vi. Ensuring a good candidate experience**

[Candidate experience](#) isn't only important for employer branding, but it's also a factor when your best candidates are evaluating your job offers. The way you treat candidates during the hiring process mirrors the way you'll treat them after hiring. If they had a bad experience, they're less likely to accept. Conversely, [positive candidate experiences](#) can enhance your employer brand and encourage good candidates to apply and accept your job offers (Richardson. 2018).

**vii. Recruiting fairly**

Many companies [struggle to attract and hire diverse candidates](#) and unconscious biases are often the reason. Apart from your [legal obligations](#) to provide equal opportunities, hiring objectively is good for business because it helps you hire the best person for the job without stereotypes interfering. This will result in an inclusive workplace showing potential candidates that you're a meritocracy and allowing the firms to benefit from [diversity's positive effects](#) (Richardson. 2018).

**viii. Creating an efficient recruiting process**

Hiring teams need to communicate fast, evaluate candidates easily and know what's going on every step of the way. Recruiters are tasked with coordinating all this communication and it's not always a breeze. Especially if [recruiters' relationship with hiring managers is strained](#). Also, administrative tasks (like scheduling interviews) often take away

valuable time that recruiters could have used in coordinating the hiring process and ensuring good candidate experience (Richardson. 2018).

### **The best recruitment methods to overcome common challenges**

#### **i. Build a talent pool**

Richardson (2018), opines that talent pipelines are groups of candidates you've already engaged who can fill future positions in your company. This can help you reduce time to hire and recruiting costs, because you'll already have qualified, pre-screened candidates in line when a role opens. To build talent pipelines:

**Look into past hiring processes for candidates who advanced to the final stages or source new candidates.** Past candidates are obviously qualified, while new ones will help the organizations build a more comprehensive and diverse candidate database. You could also consider candidates who reached out to your company by sending their resumes.

**Engage past and passive candidates.** The organizations pipelines are stronger if candidates know the organizations is considering them and if they staying in touch. Let them determine how often you'll communicate with them, either via in-person meetings or by sending them useful content and information.

#### **ii. Train hiring teams**

Even experienced hiring managers and interviewers may need to level up their hiring skills. Combating biases is a common reason to train hiring teams, but coaching them on [interview questions to ask](#) or how to build rapport with candidates are also important (Richardson. 2018).

**Here are a few ideas to train hiring teams:**

Instruct interviewers on [how to prepare for interviews](#). Giving them a checklist will be helpful.

Encourage them to take [Harvard's Implicit Association Test](#) to identify their hidden biases. Educating them on [how biases work](#) is also a good idea.

Arrange mock interviews. This will be especially useful for inexperienced interviewers.

Disseminate recruiting resources. Ask each hiring team member whether they'd be interested in receiving interesting articles or videos with hiring advice. Set expectations of the amount they'll need to read, for example, send an article once a month (Richardson. 2018).

### **iii. Diversify your recruiting strategies**

It's good to advertise on a job board that you know brings good candidates. But leaving it at that is a missed opportunity to create a truly powerful hiring process. Consider:

[Using social media to post your jobs](#) or promote your company.

Showcasing your culture, benefits and employee stories in your [careers site](#) to encourage more applicants (Richardson. 2018).

Attending [job fairs](#) and host recruiting events whenever possible.

Using tools like *People Search* to source candidates based on location, skills and other job-related criteria.

### **iv. Invest in an ATS**

An ATS can streamline your hiring process by making it possible for your hiring team to collaborate and keep all candidate data in one place. A good ATS also has:

Reporting capabilities, which can help you [extract useful insight](#) from your past processes to improve the future ones.

[Scheduling tools](#) and calendar integrations, which can help you schedule phone screens and interviews fast and minimize back-and-forth communications.

Built-in templates, which help you [post job ads](#) and send [emails to candidates fast](#), without writing the text from scratch every time.

[Interview scorecards](#), which can make the shift towards structured interviews smoother.

Assessment integrations, which help you [evaluate candidates](#) more objectively.

All these features (and more) power up your hiring and help you make faster and better hiring decisions (Richardson. 2018)..

## **2.9 Summary of the Review**

Recruitment is a human resource management function and its activities impact critically on the performance of any organization. Recruitment is the process of attracting, screening, and selecting a qualified person for a job. Because of the increasing competition in the job market and the available skills grow more diverse; recruiters need to be more selective in their choices. Planning is very critical in recruitment because it allows for the analysis and design of the position to be filled according to the needs of the organization at the time and future. It also ensures that the best possible method is followed.

Ichima (2012) noted that unless a broad and sound recruitment strategies are modeled out and consciously followed it would be difficult to assemble a crop of workers that would efficiently meet the goals of an organization.

There are two sources of recruitment namely internal and external. Internal sources are those sources within the organization, while external sources of recruitment are the sources that are outside the organization. Recruitment from internal sources is cheaper and

quicker. The ability of the recruit is known. By contrast, assessment of external recruits are based on less reliable sources and it is relatively expensive and time wasting as the organization works through advertising, short listing, interview and other processes that precede selection.

For any recruitment exercise adopted by any organization to be considered successful it has to bring in candidates that can help it attain its objectives. A recruitment exercise may be affected by some factors such as organization size, recruitment policy and government policy.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals with the method and procedures of data collection and analysis. It covered:

- 3.1 Research Designs
- 3.2 Area of Study
- 3.3 Population of the Study
- 3.4 Sample Size and Sampling Techniques
- 3.5 Instrument for Data Collection
- 3.6 Validation of the Instrument
- 3.7 Administration and collection of the Instrument
- 3.8 Method of Data Analysis.

#### **3.1 Research Design**

The researcher adopted a case study design, using Kaduna Polytechnic (CBMS). The reason for this case study is to evaluate the effects of recruitment procedures on the job performance of office professionals in Kaduna Polytechnic (CBMS) (Nwana, 2016).

### 3.2 Area of Study

This study was carried out in Kaduna Polytechnic (CBMS).

### 3.3 Population for the Study

The population for the study was 31 made up of 8 executives and 23 office professionals drawn from the CBMS Kaduna Polytechnic. Base on the data available from the institution.

The population for the study was drawn from eight (8) departments in Kaduna Polytechnic (CBMS),

**Table 3.1 Population of Study**

S/N	Department	Executives	Office professional	Total
1	Office Technology and Management (OTM)	1	3	4
2	Marketing	1	2	3
3	Management Studies	1	2	3
4	Accountancy	1	4	5
5	Business Administration and Management	1	6	7
6	Cooperative and Economics Management	1	2	3
7	Banking and Finance	1	2	3
8	Procurement and Supply Chain Management	1	2	3

<b>Total</b>	<b>8</b>	<b>23</b>	<b>31</b>
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**Source:** Field Survey, 2022

### **3.4 Sample Size and Sampling Technique**

The study uses entire population for the study. Ndagi (2016) opined that when the population size is not too large, the entire subject is usually adopted as sample. Hence, no need to adopt any sampling technique.

### **3.5 Instrument for Data Collection**

The instrument that was used for data collection in this research work was the questionnaire method. In order to collect the required data, the researcher administered the questionnaire so as to get the accurate response from the respondents.

The questionnaire will be divided into five sections A, B, C, D, E and F. section A contained the personal data of the respondents which was used for identification purposes only, while section B; will be concerned with howto identify the various types of recruitment use in the institution, Section C, dealt with howto identify processes involve in the internal and external recruitment in the institution section D SeeksTo identify factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) and section E, sought to determine ways necessary to minimize challenges of recruitment and selection in Kaduna Polytechnic (CBMS); Section F: sought to find out the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS)?

### **3.6 Validation of the Instrument**

In order to ensure the validity of the questionnaire, the researcher subjected it to a thorough face validation by the project supervisor and other lecturers in the department. The

draft copy of this questionnaire was vetted by two (2) lecturers in department of Office Technology and Management. Their observation were incorporated before it was administered to the respondents.

**3.7 Administration and Collection of the Instrument**

The researcher visited the organizations to administer the questionnaire to the respondents. The questionnaires were distributed to all respondents and were given three working days to complete before going back to the organization to collect them for analysis

**3.8 Method of Data Analysis**

The researcher used mean score and standard deviation for the analysis of the various responses to the questionnaires.

An instrument of 4 point Likert Scale ranging from 4 (highest) to 1 (lowest) was used and is shown below:

Strongly Agreed (SA)	-	4
Agreed (A)	-	3
Disagreed (D)	-	2
Strongly Disagreed (SD)	-	1

$$X = \frac{\sum n}{n} = \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4} = 2.5$$

$\Sigma$  = Summation sign

X = Nominal value of option

N = Number of respondents

**Decision Rule:** Any mean score from 2.5 and above will be the criteria for agreement; while below 2.5 will be disagreement.

## **CHAPTER FOUR**

### **ANALYSIS AND INTERPRETATION OF DATA**

#### **4.1 Data Analysis**

This chapter is concerned with the analysis and interpretation of data collected from the respondents. Thirty one (31) questionnaires were administered to the respondents, and Thirty one (31) were duly completed and returned. The analysis was carried out base on each research question. The data were first presented in a table followed by the interpretation for each research questions.

**Research Question 1:**What are the various types of recruitment use in the institution?

**Table 4.1:** responses on the types of recruitment use in the institution

S/N	Variables	SA	A	D	SD	$\sum FX$	X	Remarks	
1.	The institution can recruit within i.e. (like transfer of employees from one department to other, promotions) to fill a position.	14	9	3	5	101	3.0	Agreed	
2.	Recruitment of candidates from all the other sources (like out sourcing agents etc	20	10	1	-	112	3.6	Agreed	
3.	Conducting employees reference and short listing of candidates	14	14	12	-	103	3.3	Agreed	
4.	Attracting prospective candidates through advertising	24	22	2	-	108	3.5	Agreed	
5.	Internal recruitment brings about effective selection of an employee	13	10	3	5	101	3.1	Agreed	
<b>Source:</b> Field Work (2022)		<b>N = 31</b>			<b>Cut off points = 2.5</b>				

### Interpretation

In table 4.1, variables 1, with the mean score of 3.0 which is greater than the cut-off point of 2.5, this implies that the respondents agreed that institution can recruit within i.e. (like transfer of employees from one department to other, promotions) to fill a position.

Variable 2 with the mean score of 3.6 greater than the cut-off point of 2.5. This indicates the respondents are in agreement that recruitment of candidates are done from all the other sources (like out sourcing agents etc,)

Furthermore, variable 3 whose mean score is 3.3 which indicates that the respondents agreed that conducting employee’s reference and short listing of candidates.

Likewise variable 4 had a mean score of 3.5 greater than the cut-off which is greater than cut off point of 2.5 implying that majority of respondents agreed that the attracting prospective candidates through advertising is also a type of of recruitment exercise undertakes by the institution.

Variable 5 also had a mean score of 3.1 greater than the mean score of 2.5 indicating that the respondents agree that internal recruitment brings about effective selection of an employee in the institution.

**Research Question 2:** What are the processes involved in the internal and external recruitment in the institution?

**Table 4.2:** Responses on the processes involved in the internal and external recruitment in the institution

S/N	Variables	SA	A	D	SD	∑FX	X	Remarks
6.	Preparing job descriptions and specifications; deciding terms and conditions of employment	30	-	3	-	126	3.8	Agreed

7.	Identifying, evaluating and using the most appropriate sources of applications	25	8	-	-	124	3.8	Agreed
8.	Recruitment can also be done through screening resumes (CVs) job applications; and interviews	13	10	3	5	101	3.1	Agreed
9.	Aptitude, numeracy, and literary test	20	10	2	1	115	3.4	Agreed
10.	Effective communication to the applicants through their networks (email, Whatsapp etc)	24	22	2	-	108	3.5	Agreed

Source: Field Work (2022) N = 31

cut off points =2.5

### Interpretation

As it can be seen from the table 4.2, variable 6 has a mean score of 3.8 greater than the cut-off point of 2.5, indicating that the respondents agree that preparing job descriptions and specifications

Also, variable 7 with the mean score of 3.8 greater than the cut-off points of 2.5 implying that the respondents agreed that the institution often decides identify and decide terms and conditions of employment and also using the most appropriate sources of applications

Variable 8 with the mean score of 3.1 greater than the cut-off point indicating that the respondents are in agreement that recruitment can also be done through screening resumes (CVs), job applications; and interviews.

From the analysis in the table above it is evident with the mean score 3.4 for variable 9 that the respondents agree that aptitude, numeracy, and literary test are other forms of internal and external recruitment.

Conversely, the variable 10 with mean score of 3.5 indicating that the respondents agree that effective communication to the applicants through their networks (email, Whatsapp etc) are processes involved in the internal and external recruitment in the institution

**.Research Question 3:** What is the effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS)?

**Table 4.3:** Responses on the effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS)

S/N	Variables	SA	A	D	SD	$\Sigma FX$	X	Remarks
11.	Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs.	13	-	13	5	101	3.2	Agreed
12.	Effective recruitment and selection is possible only if there is a dedicated and competent HR team	13	10	8	-	98	3.2	Agreed
13.	Faster, more effective recruitment can have a far-reaching impact on office professionals performance	12	8	7	4	90	2.9	Agreed
14.	Reduce attrition and improve productivity	19	4	6	-	104	3.3	Agreed
15.	Conducting proper interview aids in recruitment and selection procedures	11	11	5	4	91	3.9	Agreed

Source: Field Work (2022) N = 31

cut-off points = 2.5

### Interpretation

In table 4.3, above variable 11 has a mean score of 3.2 with is greater than the cut -of 2.5 indicating that the majority of the respondents agree that effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs.

Also, from the table above variable 12 with the mean score of 3.2 indicating that effective recruitment and selection is possible only if there is a dedicated and competent HR team.

Variable 13 with mean score of 2.9 which is greater than the cut of point of 2.5 indicating that the respondents' faster, more effective recruitment can have a far-reaching impact on office professionals performance.

Variable 14 with the mean score of 3.3 greater than the mean score of 2.5 indicating that that the respondents agree that reduce attrition and improve productivity.

Variable 15 has a mean score of 3.9 greater than the cu-off point of 2.5 implying that the respondents agreed to the statement that conducting proper interview aids in recruitment and selection procedures.

**Research Question 4:** What are the factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna?

**Table 4.4:** Responses on the factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna.

S/N	Variables	SA	A	D	SD	$\sum FX$	X	Remarks
16.	The number of persons to be recruited will depend upon the size of the institution	20	19	-	1	101	3.2	Agreed
17.	Employment conditions greatly affect recruitment process in the institution	24	7	-	-	117	3.8	Agreed
18.	The wages offered and working conditions prevailing in the institution greatly influence the availability of personnel	19	5	4	3	102	3.3	Agreed
19.	The growth rate of the institution also affects recruitment process	23	6	2	-	118	3.8	Agreed
20.	Condition of service and employment	24	22	2	-	108	3.5	Agreed

### **Interpretation**

In table 4.4, variables 16, has a mean score 3.2 indicating that the respondents agreed with the statement that the number of persons to be recruited will depend upon the size of the institution.

Also, variable 17, with the mean score 3.8 of greater than the cut-off points of 2.5 implying that employment conditions greatly affect recruitment process in the institution.

Variable 18 has a mean score of 3.3 which is greater than the cut-off point of 2.5 indicating that the respondent agreed that wages offered and working conditions prevailing in the institution greatly influence the availability of personnel.

And lastly from the table 4.3 above, variable 19 with mean score of 3.8 greater than the cut-off point of 2.5 which means that the respondents are in line with statement that the growth rate of the institution also affects recruitment process.

Variable 20 with the mean score of 3.5 greater than the cut-off point 2.5 implying that the respondents agree that the condition of service and employment influence recruitment and selections.

**Research Question 5:** What are the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna?

**Table 4.5:** Responses on the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna.

S/N	Variables	SA	A	D	SD	$\Sigma FX$	X	Remarks
21.	It is necessary to choose the best person that is available at the time and not the best fit for the job	14	14	12	-	103	3.3	Agreed
22.	The need for the institution to put extra effort into persuading passive candidates to choose the institution over others	24	22	2	-	108	3.5	Agreed
23.	The institution need to move faster on a platform that automates the administration from requisition to offer letter, workable automates process and manual tasks.	13	10	3	5	101	3.1	Agreed
24.	The institution can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions	20	10	2	1	115	3.4	Agreed
25.	Positive candidate experiences can enhance the institution brand and encourage good candidates to apply and accept you job offers.	24	22	2	-	108	3.5	Agreed

Source: Field Work (2022) N = 31

cut-off points = 2.5

### Interpretation

In table 4.5, variable 21 has a mean score of 3.3 greater than the cut-off point of 2.5 which means that the respondents agree with the statement that it is necessary to choose the best person that is available at the time and not the best fit for the job.

Variable 22 with the mean of score of 3.5 greater than the cut-off point of 2.5 implying that the respondents are in agreement that the need for the institution to put extra effort into persuading passive candidates to choose the institution over others.

Variable 23 with a mean score of 3.1 greater than the mean score of 2.5 which implied that the respondents agreed that the institution need to move faster on a platform that automates the administration from requisition to offer letter.

Variable 24 with the mean score of 3.4 greater than the cut-off points of 2.5 which means that the respondents agreed with the statement that The institution can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions .

Variable, 25 with the mean of 3.5 which is greater than the cut-off point of 2.5 which indicate that the respondents agree that the Positive candidate experiences can enhance the institution brand and encourage good candidates to apply and accept you job offers.

## 4.2 Major Findings

Based on the analysis of data collected, the followings findings were made:

**Research question one:** What are the various types of recruitment use in the institution? Findings from this research question on the various types of recruitment use in the institution reveal that:

.1. The institution can recruit within i.e. (like transfer of employees from one department to other, promotions) to fill a position.

2. Recruitment of candidates from all the other sources (like out sourcing agents etc, 3. Conducting employees reference and short listing of candidates,
4. Attracting prospective candidates through advertising; and
5. Internal recruitment brings about effective selection of an employee

**Research questions two:** What are the processes involved in the internal and external recruitment in the institution? Findings from this research question revealed:

1. Preparing job descriptions and specifications; deciding terms and conditions of employment.
2. Identifying, evaluating and using the most appropriate sources of applications.
3. Recruitment can also be done through screening resumes (CVs) job applications; and interviews.
4. Aptitude, numeracy, and literary test, the generation gap in ideas, and
5. Effective communication to the applicants through their networks (email, Whatsapp etc)

**Research questions three:** What is the effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS)? The finding from this research question shows:

1. Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs.
2. Effective recruitment and selection is possible only if there is a dedicated and competent HR team.
3. Faster, more effective recruitment can have a far-reaching impact on office professionals' performance.
4. Reduce attrition and improve productivity, and

5. Conducting proper interview aids in recruitment and selection procedures.

**Research questions four:** What are the factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna?

Finding from this research question revealed that:

1. The number of persons to be recruited will depend upon the size of the institution.
2. Employment conditions greatly affect recruitment process in the institution.
3. The wages offered and working conditions prevailing in the institution greatly influence the availability of personnel.
4. The growth rate of the institution also affects recruitment process, and
5. Condition of service and employment influence recruitment and selections.

**Research questions five:** What are the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna?

Finding from this research question revealed that:

1. It is necessary to choose the best person that is available at the time and not the best fit for the job.
2. The need for the institution to put extra effort into persuading passive candidates to choose the institution over others.
3. The institution need to move faster on a platform that automates the administration from requisition to offer letter, workable automates process and manual tasks.
4. The institution can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions, and

5. Positive candidate experiences can enhance the institution brand and encourage good candidates to apply and accept you job offers.

### 4.3 **Discussion of Findings**

From the findings on the types of recruitment use in the institution it was revealed that the institution can recruit within i.e. (like transfer of employees from one department to other, promotions) to fill a position, also, recruitment of candidates from all the other sources (like out sourcing agents etc, conducting employees reference and short listing of candidates, attracting prospective candidates through advertising as well as Internal recruitment brings about effective selection of an employee are types of recruitment use in the institution

Finding on processes involved in the internal and external recruitment in the institution

reveals that the preparing job descriptions and specifications; deciding terms and conditions of employment, identifying, evaluating and using the most appropriate sources of applications, recruitment can also be done through screening resumes (CVs) job applications; and interviews, aptitude, numeracy, and literary test, the generation gap in ideas, and effective communication to the applicants through their networks (email, Whatsapetc).

From the findings on the effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS) it was also revealed that; effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs, effective recruitment and selection is possible only if there is a dedicated and competent HR team, faster, more effective recruitment can have a far-

reaching impact on office professionals performance. Reduce attrition and improve productivity, and conducting proper interview aids in recruitment and selection procedures.

Finding on the factors influencing recruitment and selection in Kaduna Polytechnic (CBMS) revealed that the number of persons to be recruited will depend upon the size of the institution, employment conditions greatly affect recruitment process in the institution, also the wages offered and working conditions prevailing in the institution greatly influence the availability of personnel, the growth rate of the institution also affects recruitment process, and condition of service and employment influence recruitment and selections.

Finding on the on the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS) Kaduna revealed that it is necessary to choose the best person that is available at the time and not the best fit for the job, the need for the institution to put extra effort into persuading passive candidates to choose the institution over others, the institution need to move faster on a platform that automates the administration from requisition to offer letter, workable automates process and manual tasks the institution can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions, and positive candidate experiences can enhance the institution brand and encourage good candidates to apply and accept you job offers.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter is the concluding chapter in this research work; it provides the summary of the study, conclusions drawn from the result of the analysis of the study and recommendation. Also, suggestions for further studies are also presented in this chapter.

#### **5.1 Summary**

The study consist of five chapters and will be highlighted accordingly.

Chapter one consist of background to the study the statement of the problem, the purpose of the study, the research questions, significance of the study, the scope as well as definition of terms.

Chapter two entails the review of the related as related to which include recruitment as a concept, concept of office professionals. Concept of performance, factors, influencing recruitment, effect of recruitment and strategies for minimizing recruitment challenges.

Chapter three encompass the research methodology of the research which are research design, area of the study, population of the study, sample size and sampling techniques, instrument for data collection, validation of the Instrument, administration and collection of the instrument as well as the method of data analysis.

Chapter four entails the analysis and interpretation of data.

This research was carried out specifically to examine the effect of recruitment procedure on the performance of office professionals in Kaduna Polytechnic (CBMS). The following purpose; to identify the various types of recruitment use in the institution to

identify processes involved in the internal and external recruitment in the institution; to ascertain the effect of recruitment and selection procedure; to identify the factors influencing recruitment and selection and to determine ways necessary to minimize challenges of recruitment and selection in Kaduna Polytechnic (CBMS). Also, Four (4) research questions were drawn to guide the study in the course of investigation.

Several books and websites were visited so as to provide theoretical framework for the problem under investigation which comprises of recruitment as a concept, types of recruitment, concept of office professionals, concept of performance, process of recruitment. Factors influencing recruitment, effect of recruitment, strategies for minimizing recruitment challenges. The population for the study comprises of 259 from eight department in CBMS Kaduna Polytechnic under study, and sample size was determined from the population of the study using Krejcie and Morgan's table. A total of (156) constitute the sample size for the study. The research area covered the eight department in CBMS Kaduna. Mean score was used for the analysis of data. Based on the analysis of data, it was discovered that nature and manner of recruitment has significant impact on office professional's performance in Kaduna polytechnic (CBMS) Kaduna.

## 5.2 **Conclusion**

Base on the findings the study concludes that:

The institution can recruit with i.e. (like transfer of employee from one department to other, promotion) to fill a position..

That recruitment can be through screening resumes (CVs) job application and interviews as well as effective communication to the applicants through various network

Effective recruitment and selection is possible only if there is a dedicated and competent HR team. Also faster, more effective recruitment can have a far-reaching impact on office professional's performance.

That employment conditions greatly affect recruitment. Process, and condition of service and employment influence recruitment and selections.

Positive candidate experience can enhance the institution brand and encourage good candidate.

### 5.3 **Recommendation**

The following recommendations are made from the findings of the study.

- i. The institution need to move faster on a platform that automates the administration from requisition to offer letter, workable automates process and manual tasks
- ii. The institution can use recruitment metrics to constantly improve their recruit process and make more informed decisions.
- iii. The need to train and retrain the employee saddled with the responsibility of recruitment in the institution so as to keep them abreast with latest technology in relation to recruitment procedure.
- iv. There is need for the institution to put extra effort into persuading passive candidates to choose the institutions over others.
- v. The institution need to encourage recruitment discipline so as to ensure right and qualified applicant are employed.

### 5.4 **Area for Further Studies**

Having undergone the research study, the researcher finds it necessary to consider the following for future researchers.

1. The effect of recruitment and selection on the performance of an organization.
2. The role of recruitment procedure on the performance of office professionals in selected organization in Kaduna metropolis.
3. Recruitment and selection as a panacea for organization and employee development

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## **APPENDIX**

Department of Office Technology and  
Management,  
College of Business and Management Studies,  
Kaduna Polytechnic,  
Kaduna State.

**Dear Respondents,**

### **LETTER OF INTRODUCTION**

I am a student of the above named institution, and currently conducting a research on **“Effect of Recruitment Procedure on Performance of Office Professionals in Kaduna Polytechnic (CBMS)”**. It is a pre-requisite for the award of Higher National Diploma in the Department of Office Technology and Management studies.

I would very much like you to fill the questionnaire so as to furnish me with the necessary information that will enable me to successfully write the project for academic purpose only.

I wish to assure you that any data or information elicited would be held confidential and would not be used for any other purpose than this study.

Thanks for you anticipated cooperation.

Yours Faithfully

**Sheriff Muhammad Saidu**  
**KPT/CBMS/19/43758**

**APPENDIX B**  
**QUESTIONNAIRE**

**SECTION A**

Please tick [ ] where appropriate

1. Name of organization: \_\_\_\_\_
2. Sex: Male [ ] Female [ ]
3. Educational qualification: O'level [ ] ND/NCE [ ] HND [ ] MSc/Ph.D [ ]
4. What experience: a. 1-5yrs [ ] b. 6-19yrs [ ] c. 11 years and above [ ]
5. Position: Executives [ ] office professionals [ ]

**INSTRUCTION**

The instrument below is an opinion rating scale,. It is designed in four point rating scale with the following acronyms:

- |    |   |                    |         |
|----|---|--------------------|---------|
| SA | = | Strongly Agreed    | 4point  |
| A  | = | Agreed             | 3point  |
| D  | = | Disagreed          | 2 point |
| SD | = | Strongly Disagreed | 1 point |

Please indicate the extent to which you agreed to the following question by ticking the correction option (x) using the above keys.

**SECTION B:** Various types of recruitment use in the institution.

How do you agree with the following variables as the various types of recruitment use in the institution?

S/N	VARIABLES	SA	A	D	SD
6	The institution can recruit within i.e (like transfer of employees from one department to other, promotions) to fill a position.				
7	Recruitment of candidates from all the other sources (like out sourcing agents etc				
8	Conducting employees reference and short listing of candidates				
9	Attracting prospective candidates through advertising				
10	Internal recruitment brings about effective selection of an employee				

**SECTION C:** Processes involved in the internal and external recruitment in the institution.

How do you agree with the following variables as the processes involved in the internal and external recruitment in the institution?

S/N	VARIABLES	SA	A	D	SD
11	Preparing job descriptions and specifications; deciding terms and conditions of employment				
12	Identifying, evaluating and using the most appropriate sources of applications				
13	Recruitment can also be done through screening resumes (CVs) job applications; and interviews				
14	Aptitude, numeracy, and literary test				
15	Effective communication to the applicants through their networks (email, Whatsapp etc)				

**SECTION D:** Effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS).

How do you do you agree with the following variables as the effect of recruitment and selection procedures in office professionals in Kaduna Polytechnic (CBMS)?

S/N	VARIABLES	SA	A	D	SD
16	Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs.				
17	Effective recruitment and selection is possible only if there is a dedicated and competent HR team				
18	Faster, more effective recruitment can have a far-reaching impact on office professionals performance				
19	Reduce attrition and improve productivity				
20	Conducting proper interview aids in recruitment and selection procedures				

**SECTION E:**Factors influencing recruitment and selection in Kaduna Polytechnic (CBMS).

How do you agree with the following variables as theFactors influencing recruitment and selection in Kaduna Polytechnic (CBMS)?

S/N	VARIABLES	SA	A	D	SD
21	The number of persons to be recruited will depend upon the size of the institution				
22	Employment conditions greatly affect recruitment process in the institution				
23	The wages offered and working conditions prevailing in the institution greatly influence the availability of personnel				
24	The growth rate of the institution also affects recruitment process				
25	Condition of service and employment influence recruitment and selections				

**SECTION F:**Strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS).

How do you agree with the following variables as the strategic steps necessary for minimizing challenges of recruitment and selection in Kaduna Polytechnic (CBMS)?

S/N	VARIABLES	SA	A	D	SD
26.	It is necessary to choose the best person that is available at the time and not the best fit for the job				
27.	The need for the institution to put extra effort into persuading passive candidates to choose the institution over others				
28.	The institution need to move faster on a platform that automates the administration from requisition to offer letter, workable automates process and manual tasks.				
29.	The institution can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions				
30.	Positive candidate experiences can enhance the institution brand and encourage good candidates to apply and accept you job offers.				