

Challenges of Recruitment in a Nigerian Tertiary Institution: A Case Study of Ondo State University of Science and Technology (OSUSTECH)

SEGILOLA YEWANDE OLADEJO

Olabisi Onabanjo University, Ago Iwoye, Ogun State, Nigeria

ADEMOLU OLUWASEUN ADENUGA

Hallmark University, Ijebu-Itele, Ogun State, Nigeria

Abstract. Recruitment in organisations can be quite challenging particularly when trying to consider the right person for the job. It is no different in the educational sector. For this reason, this study examined recruitment processes in a Nigerian academic setting using Ondo State University of Science and Technology (OSUSTECH) as a case study by identifying their existing recruitment process and examining the challenges of their recruitment process. The study adopted descriptive research design. A total of 138 academic staff and non-academic staff were examined using questionnaire which was later analysed with SPSS. The study found out that OSUSTECH has an existing recruitment process and practices which stimulates quality manpower but poor human resource planning, inexperience employers, inadequate information on vacancy, inadequate job content among many others are the challenges encountered during the recruitment practice. The study concluded that recruitment process still has a long way to go especially in the academic setting and it is recommended that further studies should be carried out on probable solutions to arrest the challenges associated with it.

Keywords: Recruitment Processes, Tertiary institutions, Challenges

1. Introduction

Different businesses and organisations in Nigeria have employed several keys in human resource management practices especially in recent times

which were a product of the increasing emphasis and consciousness of the function of employees in the success of all businesses (Ofobruku, 2013). However, the availability and accessibility of efficient and competent workforce relies majorly on an articulated, reliable and extensive recruitment exercise (Ogunyemi, Bawalla & Olunlade, 2018). The acquisitions, possession and development of efficient and effective association of skilled employees has very often been the underlying factor behind the accomplishments of the very successful businesses and this have made the inclusion and increase in skill-based competition very imminent in some organisations (Klein, Egbe & Kass, 2011). Recruitment and selection process has thus become the only accounted and documented way to make sure those individuals with the required qualities, attributes and abilities become successfully employed to the businesses or organisations particularly if those underlying factors have been identified (Bawalla & Ogunyemi, 2018).

Furthermore, Bawalla & Ogunyemi, (2018) explained that recruitment is a means of creating and generating a consortium of prospective and aspiring workers for an organisation which will create the right atmosphere for the management to then pick out the accurate candidate for the right job from the created and generated consortium. As such, this process is first step in getting manpower followed immediately by the selection process where the decision making like final interviews and appointment formalities takes place.

This study was conducted in an academic setting and by nature, universities are seen as a community of the most specialised and learned people and serve as storage facilities of knowledge for supporting the labour needs of the nation. The crucial role of both the academic and non-academic staff, especially those in places of authority, cannot be overemphasized and it is central to the realisation of the goals and objective of university (Mwadiani, 2012).

1.1 Statement of the Problem

The recent increase in low productivity of businesses, turnover rate and at best closure in so many cases has been linked to the low level of organisational performance as indicated by literature (Ovidiu-Iliuta, 2013; Nyaga, 2015; Osborne & Hammoud, 2017). The academic setting is not to be left out as newly established universities are on the verge of collapse. Varied factors have been used to explain the situation and this includes the strategy of competitiveness in the educational sphere, money incentives, and/or physiological factors which majority of universities focus much attention on without looking at the recruitment processes of their work force.

In Nigeria, a large number of authors that have conducted studies on recruitment and selection process in the last few years have focused more on organisations thus neglecting the academic setting. For instance, to mention a few, Eze (2012) focused on beverage industry, Ofobruku (2013) studied the hospitality business and Bawalla and Adenuga's study in 2017 centred on the manufacturing sector. Furthermore, Omale (2012) studied the public sector, Ogunyemi, Bawalla and Olunlade (2018) focused on banks while Bawalla & Ogunyemi (2018) concentrated on the telecommunication industry. Therefore, much has not been done on tertiary institutions. Hence, for this reason, this study examined employee job performance and recruitment process in a Nigerian state tertiary institution with reference to Ondo State University of Science and Technology, Ondo State (OSUSTECH).

1.2 Study Objectives

To identify existing recruitment process and practices employed by the institution and examine the challenges of their recruitment process.

1.3 Literature Review

Recruitment process, according to literature, is done mainly to assist and hasten the process of selecting the candidate which then ensures the probability of

employing the right candidates with the abilities and skills needed to thrive on the job; thus, organisational outcome is ensured with improved recruitment and selection strategies. The human resource department of any organisation is solely reliant on the recruitment process which includes the planning and their competitive strength. According to Bawalla & Ogunyemi, (2018), employing competent workforce who have core competency for the right positions can become a vital organisational advantage which goes a long way in ensuring progress and success of an organisation. Furthermore, the recruitment process helps to obtain quality of employees that are required for an organisation to achieve its goals and objectives. It helps to develop a vast majority of perspective workers for the organisation that will make it easier for the management to select the accurate worker for the right job (Ovidiu-Iliuta, 2013).

2. Methodology

The research design for this study was descriptive in nature and the study area was Ondo State University of Science and Technology, Okitipupa. The academic staff and non-academic staff were examined giving a total of 138 as the sample size. The research instrument was a self-structured questionnaire and in-depth interviews. The questionnaire was divided into sections centering on achieving the objectives of the study and was analysed through SPSS.

3. Results

This section presents the data analysis and interpretation

3.1 Socio-Demographic Characteristics of the respondents

In view of table 1.6.1, 71% of the respondents were males while 29% were female. This indicates that majority of the respondents were of the male gender. The age distribution showed that 7.2% of the respondents were below 20years, 40.6% were between the ages of 21-30 years, 33.3% were between the ages of 31-40years, 13.0% were between 41-50yrs while 5.8% were between the ages 51yrs and above. This showed that majority of respondents were between 20-30 years of age. On marital status, the table revealed that 60.9% were married, 4.6% were single, 4.6% were divorced, 4.6% were separated while 0.7% were widowed. This puts the majority of respondents as married. Their religious affiliations showed that 37.7% were Muslims while 62.3% were Christians meaning that majority of

respondents are Christian. Also, their ethnicity showed that 76.1% were Yoruba, 19.6% were Igbo while 4.3% were Hausa. This highlights ethnic disparity as majority of the respondents were Yoruba.

Furthermore, 8.0% have spent below 1 year in the institution, 26.1% have spent between 1-5years,

57.2% have spent between 6-10years while 8.7% have spent 11years and above. This means that a larger percentage have spent above 5 years in the institution. Lastly, from the table, 27.5% were academic staff while 72.4% were non-academic staff. This revealed that majority of the respondents were non-academic staff.

Table 3.1.1: Socio-Demographic Characteristics of the respondents

Sex			Age			Marital status		
	Freq	%		Freq	%		Freq	%
Male	98	71.0	Below 20 years	10	7.2	Married	84	60.9
Female	40	29.0	21-30years	56	40.6	Single	47	34.1
Total	138	100.0	31-40years	46	33.3	Divorced	2	1.4
			41-50yrs	18	13.0	Separated	4	2.9
			Above 51years	8	5.8	Widowed	1	.7
			Total	138	100.0	Total	138	100.0
Length of service			Religion			Ethnic Group		
	Freq	%		Freq	%		Freq	%
Below 1years	11	8.0	Islam	52	37.7	Yoruba	105	76.1
1-5years	36	26.1	Christianity	86	62.3	Igbo	27	19.6
6-10years	79	57.2	Total	138	100.0	Hausa	6	4.3
Above 11years	12	8.7				Total	138	100.0
Total	138	100.0						
Employment Status								
	Freq	%						
Academic Staff	38	27.5						
Non-Academic Staff	100	72.4						
Total	138	100.0						

Source: Fieldwork (2021)

3.2 Distribution of respondents by recruitment processes and practices adopted

Table 1.6.2 revealed that all the respondents are aware that their institution has Human Resources Department in Ondo State University of Science and Technology, Ondo State (OSUSTECH), all of them believed that recruitment of employees into the right job is the main function of the human resources department and they all conceded on having a formal policy for the recruitment of workers which is centred on employing the right candidate always. However, 92.8% of the respondents agreed that job vacancies are made open to the public and 71.0% of the respondents agreed that existing workers are always considered when vacancies occur while 29% disagreed. Furthermore, on the processes used in recruiting, 16.7% believed their institution used internet, 5.1% said radio/TV advert, 69.6% chose newspaper advert while 8.7% agreed on employee referral.

Table 3.2.1: Existing recruitment process and practices adopted by Ondo State University of Science and Technology, Ondo State

Recruitment process and practices adopted by OSUSTECH	Freq	%
Does your organisation have Human Resources Department?		
Yes	138	100.0
Total	138	100.0
If yes, do you believe that recruitment of employees into the right job is the main function of human resources department in your organisation?		
Yes	138	100.0
Total	138	100.0
Do you have any formal policy for the recruitment of employees in OSUSTECH?		
Yes	138	100.0
Total	138	100.0
If yes to above, briefly state the policy:		
Always employ the right candidate	138	100.0
Total	138	100.0
When vacancies occur, are existing employees considered?		
Yes	98	71.0

No	40	29.0
Total	138	100.0
Are job vacancies made open to the public?		
Yes	128	92.8
No	10	7.2
Total	138	100.0
Which of these employee recruitment processes identified in the study does your firm often use?		
Internet recruitment	23	16.7
Radio/TV advert	7	5.1
Newspaper advert	96	69.6
Employee referrals	12	8.7
Total	138	100.0

Source: Fieldwork (2021)

3.3 Distribution of respondents by challenges encountered in the recruitment process of workers in OSUSTECH

The table 1.6.3 shows the challenges OSUSTECH encounter in the recruitment practices. According to the respondents, the challenges encountered in the institution included poor human resource planning (100%), competency level on the part of employee in the human resources department (100%), lack of experience of employer (92.1%), ineffective job analysis (98.4%), lack of awareness on the part of employees (100%), cost of recruitment of employees (84.2%), lack of clear definition of job vacancy (100%) and inadequate information on the available vacancy (100%)

Table 3.3.1: Challenges encountered in the recruitment process of workers in OSUSTECH

S/N	STATEMENT	SA		A		D		SD		TOTAL	
		F	%	F	%	F	%	F	%	F	%
1	Poor human resource planning	60	43.5	78	56.5	0	0	0	0	138	100
2	Competency level on the part of employee	42	30.4	96	69.6	0	0	0	0	138	100
3	Lack of experience of employer	38	27.6	89	64.5	3	2.2	2	1.4	138	100
4	Ineffective job analysis	58	42	76	56.4	2	1.4	0	0	138	100
5	Lack of awareness on the part of employees	38	27.6	100	72.4	0	0	0	0	138	100
6	Cost of recruitment of employees	64	46.4	66	47.8	3	2.2	5	3.6	138	100
7	Lack of clear definition of job vacancy	61	44.2	77	55.8	0	0	0	0	138	100
8	Inadequate information on the available vacancy	79	57.2	59	42.8	0	0	0	0	138	100

Source: Fieldwork (2021)

4. Discussion of Findings

Ondo State University of Science and Technology, Ondo State (OSUSTECH) has Human Resources Department with recruitment of employees into the right job as their main function and has a formal policy that is centred on always employing the right candidate. Also, when vacancies occur in their organisation, existing employees are always considered even though job vacancies are made open to the public. Lastly, the processes used in recruitment included internet, radio/TV advert, newspaper advert and employee referral with newspaper advert being the mostly used. This was in tandem with the findings of Odiome in 2016 who postulated that the number of applications received is highly dependent on the calibre of recruitment practices put in place by the organisation.

Furthermore, the challenges they encountered included poor human resource planning in OSUSTECH, competency level on the part of employee in the human resources department, lack of experience of employer, ineffective job analysis, lack of awareness on the part of employees, cost of recruitment of employees, lack of clear definition of job vacancy and inadequate information on the available vacancy. These challenges were in consonance with the the top seven barriers to effective recruitment and selection of candidate reported by Nyaga (2015).

5. Conclusion and Recommendations

The study concluded that despite having several recruitment processes, there are still several challenges associated with the practices in Ondo State University of Science and Technology. In view of the above, further studies should be carried out on

probable solutions to arrest the challenges associated with it.

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