



Research Paper

Does Recruitment and Selection Process Determine Employees Productivity in Multinational Enterprises: Empirical Evidence from Nigeria

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ABSTRACT

In the recent times, Nigeria economy has become more integrated than ever before and this increased integration of the economy has affected the whole country, among one of these effects is the increase in the number of multinational organizations. Many persons have complained about poor human resource policy used by the multinational enterprises (MNEs) operating in Nigeria. In this work, we find out the recruitment and selection policy used by MNEs and then investigates if it affects employees' productivity. The work examines if merit system is used in recruitment and selection of employees of Nigeria MNEs and as well determines whether race, ethnicity or religion influence the recruitment and selection process of MNEs in Nigeria. To achieve the spelt objectives, the study utilized survey design; and data was collected through a self-administered questionnaire from a number of 372 respondents who were staff of five purposively selected MNEs (P&G, Unilever, Nestle, 7up and Cadbury Plc) in Oyo and Ogun States, Nigeria. Having analyzed the data, the study found that merit system used in recruitment and selection positively affects the employees' performance of MNEs. The study further discovers that race, ethnicity or religion have significant influence on the recruitment and selection process of multinational organizations in Nigeria. The work among other things, recommends that the MNEs should try as much as possible to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, ethnic origin and religion. Thus, recruitment and selection into the organizations should be based on merit.

KEYWORDS: Recruitment, Selection, Multinational Organizations, Productivity, Merit System

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I. INTRODUCTION

Background to the Study

Recruitment and Selection often plays critical role in dictating how organizations performed. It is imperative to understand that recruitment and selection also have critical roles in protecting employee performance which aftermath leads to positive organizational outcomes. The selection of employee occurs not just to change the outgoing workforce or to add to a workforce, but its major goal is to get in the staff that can perform at a high level, and those who can demonstrate commitment (Ballantyne, 2009). Both recruitment and selection are used interchangeably, though they are related, it is important to know that they are different. Bratton and Gold (2007), explains the difference between both concepts and states the clear link between them by explaining that recruitment is the process of generating a pool of capable candidates to apply for employment to an organization. Selection has been explained as the ways through which managers use specific instruments to choose from a pool of applicants. People are generally more likely to succeed in the job(s), when the goals and objectives are well created. Both recruitment and selection are major issues that underlie talent management, namely, acquisition, development and reward of employees. They also often serve an key aspect of the work of human resource department.

Storey (2005), explains the human resource unit of an organization usually gives a strategic and competitive edge to any organizations and hence they need to be adequately selected carefully and must be enhanced constantly in order for the department to remain committed and aligned to the company. Most decisions emanating from HR units in any firms often include some aspects of recruitment and selection taken

by non HR specialists i.e. the line managers. So it becomes imperative to ensure that it is the accountability of all managers when engaging new workforce for the job roles.

In today's business world, corporate organizations are increasing their concerns about acquiring appropriate human capital. This is so because the employees are the most precious and valued assets of any firm. The individual performance of employees interplays to form the overall performance of any entity. In the recruitment process of employees, it is necessary that organizations have to devise a tactics that would translate the decision into recruiting the most suitable employees. According to Adeyemi, Dumade and Fadare (2015), recruitment has become a thing of concern to many organizations due to the increase competitions in getting a rightful candidate that can effectively fill the suitable posts. Djabatey (2012) explains that the issue lends credence to the increasing attention being paid to the people aspect of organizational assets because the development of people, their competencies and the process of the total organization are the pivot of human resource management. Another related example is the submission given by the National University of Ireland (2006) which stated that continued growth of an organization depends on its ability to recruit and select effective irrespective of the tedious or rigour the process might take.

Thus, according to Ekwoaba et al (2015), the recruitments and selections processes have become major aspects of HR functions in organizations because individuals with prerequisite qualifications need to be attracted on a timely basis. It is important to note that the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. Further, the selection process of any firms determines its and this influence bottom-line business outcomes, such as productivity. Against this backdrop that this study attempts to explain recruitment and selection of employees using selected MNEs as the case study.

Statement of the Problem

Today's multinational organizations have been characterized with increase in the rate of ineffectiveness of the employees as well as the failure, closure and poor organizational performance due to low productivity of employees. Despite the conflict between the stakeholders and the employees, employees have critical roles to play in ensuring the organizations achieve the major goals and objectives that they seek. The performance of multinational enterprises in Nigeria has not been excellent as compared to what is obtainable in similar other organizations in American and Europe. It has witnessed relatively low performance when compares to their counterpart in other developing nations like American. The recent retrenchment of workers and the utilization of contract engagement by these organizations are the evidence of poor performance. The above problem motivated the researcher to examine how recruitment and selection could affect employees' productivity among selected multinational enterprises (MNEs) in Nigeria. The following research questions are raised:

- i. Does the merit system is used in recruitment and selection of affect employees' performance in MNEs?
- ii. To what extent does race, ethnicity or religion influence the recruitment and selection process in Nigerian MNEs?

Objectives of the Study

The main objective of the study is to investigate recruitment and selection of employees' productivity in Nigeria. Other specific objectives are:

- i. To examine if merit system is used in recruitment and selection of employees' performance in MNEs.
- ii. To determine whether race, ethnicity or religion influence the recruitment and selection process in the Nigerian MNEs.

II. REVIEW OF LITERATURE

Conceptual Framework:

The Concept of Recruitment

Recruitment is one of the major functions of HRM. It helps the manager to attract and select best candidates for the organization. According to Flippo (2009), recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Montgomery (2006) said recruitment is about matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Raphael (2010) defines employee recruitment as "practices and activities carried on by an organization for the purpose of identifying and attracting potential employees". Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization's culture. 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. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to 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 can be improved.

Stone (2005) defines recruitment as the process of 'seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organization can be selected According to Huselid (2005) 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.

Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees". Recruitment is a process that creates a link between the employers and the job seekers and thus it can be inferred upon that recruitment is a process of finding and attracting proficient applicants for employment. The process begins when new recruits are sought and ends when their ions are submitted. The result is a pool of applications from which new employees are selected. In simple terms, recruitment is considered as the process of searching for and obtaining applicants for jobs and selecting the right people from the pool thus created. Though, theoretically, the recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of the applications so as to eliminate those who are not qualified for the job.

The Concept of Selection

Mondy (2010) refers to the selection as "the process of indicating from a group of applicants those individuals best appropriate for a particular position in an organization". Whereas the recruitment process is aligned to inspire individuals to seek employment with the organization, the selection process is to identify and employ the best qualified and apt individuals for specific job positions. Traditionally, it was implicit that organization could pick amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants become the main concern amongst employers (Branine, 2008). With the oversupply of applicants (Nzukuma & Bussin, 2011), it can be expected that employers would be very cautious before selecting the best fit for the job. The Employer's decisions about the selection of employees is central to the maneuver of organizations and to series of outcomes that matters to individuals, organizations and society are all dependent on the above.

Theoretical Anchor

This work anchored on the theory of Resource Based View (RBV) which explains that sustainable advantage of firms can be achievable when firms have effective human resource which cannot be copy or imitated by rival organizations (Barney, 1991). The theory explains that firms needs to continuously assess their employees to ensure that they have the right people with the right aptitude and knowledge that can lead the organization into having a competitive edge among rivals. So firms need to ensure that they manage the shortfall in the firms by employing reliable recruitment and selection process (Barney, 2001). According to the theory, the major source of any firm's strength or weakness is from the quality of the people employed and the nature of their working relationships of the employees. In summary, the Resource Based theory revealed that the organizations that engages exceptional individuals have the capability of enjoying human capital advantage Neeraj (2012)

Empirical Review of Previous Extant Studies

In a paper published by Ongori, Henry and Temtime (2009), it was opines that the recruitment and selection practices of any enterprises enable them to improve their human resources practices and organizational efficiency.

Further study of personnel recruitment on organizational development conducted by Olatunji and Ugoji (2013) revealed that personnel recruitment determines organizational development. It was a survey of selected Nigerian workplace using primary data to study certain recruitment procedures adopted in organizations and revealed that the recruitment procedures used in the organization influence personnel behaviour and performance.

Adeyemi, Dumade and Fadare (2015) studied the influence of recruitment and selection on organizational performance through questionnaire administered on 20 respondents who are staff of Access Bank branch in Lagos. The findings of the study shows that advertising of job vacancies to general public, use of employment agent as well as employee referrals are mostly the most reliable methods of engaging effective employees.

The study on the effect of recruitment and selection of employees on the performance of small and medium enterprises carried out by Jonathan and Obi (2012) in Kisumu Municipality- Kenya also showed a significant effect between recruitment/selection and SMEs performance. it revealed that recruitment and selection accounts for 72.4% of the contributions to the performance of the SMEs.

According to Raphael (2010) planning for future job and employee needs as well as the way the organization performs within its various functions is an essential aspect. Marcus (2010) studied the effect of selection process to the performance of public institutions in Tanzania and revealed that there is direct correlation between selection process and the performance of public institutions.

Mustapha et al (2013) has explained that opined that recruitment goes beyond mere filling of vacancies to include individual development as the study demonstrated that to achieve firm’s effectiveness, an organization must adopt recruitment policies that are very reliable and consistent with the missions and goals of the organization.

III. METHODOLOGY

This research employed survey method to evaluate the recruitment and selection effect on employees’ productivity among selected MNEs in Nigeria. The study area was Oyo and Ogun State, Nigeria. Though, there were many MNEs in the both states, the targeted population of the work consists of all employees of five randomly selected MNEs (P&G, Unilever, Nestle, 7up and Cadbury Plc) in the Oyo and Ogun states, Nigeria. The population of the staff for the selected five MNEs was five hundred and five (505). A sample size of 372 was derived using simple random sampling technique and they were all reached. Closed-end questionnaires were self-administered on the staff of the selected MNEs and interviews were made where necessary. The test instrument was validated through face and content methods; and a half-spilt test of reliability was done. The reliability score of 0.87 was derived which indicates that the test instrument is very reliable. All the data were presented in simple percentage distribution tables. Furthermore, analysis and interpretation of the data in these tables was based on the frequency of each data. The researcher utilized simple average and frequency table to present the results. In all the cases where the proportion of responses from respondents was more than 0.50 or (50%), such responses were adjudged to be sufficient evidence to substantiate the point of view under investigation.

IV. RESULTS, FINDINGS & DISCUSSION

As documented in the methodology, the total sample size was 372. The pilot study reveals that most respondents were reluctant to fill and return questionnaire, therefore, a total of 500 questionnaires were distributed to the sampled population. The result is shown in Table 1.

Table 1: Questionnaire Administration and Collection.

Respondents (MNEs)	Number of questionnaire Administered	Number not returned	Number returned	Number not properly completed	Number used
P&G	280(56%)	76(15.2%)	204(40.8%)	10 (2%)	194 (38.8%)
UNILEVER	133(26.6%)	29 (5.8%)	104 (20.8%)	3 (0.6%)	101 (20.2%)
NESTLE	45(9%)	13 (2.6%)	32 (6.4%)	2(0.4%)	30 (6%)
7UP	23 (4.6%)	5(1%)	18(3.6%)	1 (0.2%)	17 (3.44%)
CADBURY	19 (3.8%)	5 (1%)	14(2.8%)	1 (0.2%)	13 (2.6%)
Total	500 (100%)	128 (25.6%)	372 (74.4%)	17 (3.4%)	355 (71%)

Source: Researcher’s Field Data Compilation (2020).

A total of 500 questionnaire representing 100% of the respondents were administered to the staff of the five selected MNEs in their offices in Oyo and Ogun states, Nigeria. P&G has 280(56%), UNILEVER has 133(26.6%), NESTLE has 45(9%), 7UP has 23(4.6%), and CADBURY has 19(3.8%).

Out of 280 copies of the questionnaire administered to P&G Staff, 76(15.2%) were not returned, out of 133 administered to UNILEVER Staff, 29(5.80%) were not returned, out of 45 administered to NESTLE Staff, 13(2.6%) were not returned, out of 23 administered to 7UP Staff, 5(1%) were not returned, and out of 19 administered to CADBURY Staff, 5(1%) questionnaire were not returned. In sum, 128 copies of questionnaire representing (25.60%), of the total 500 (100%) numbers were not returned. From the above therefore, only 204(40.8%), 104(20.8%), 32(6.4%), 18(3.6%), and 14(2.8%) representing the quantity administered to the staff of the five selected MNEs respectively were returned.

However, out of the above returned number 372 of questionnaire, not all was used due to various errors. For the P&G Staff, out of 204 returned, 10 (2%) were not used, from 104 returned from UNILEVER, 3 (0.6%) were not used, from 32 returned from NESTLE 2(0.4%) were not used, from 18 returned from 7UP, 1 (0.2%) were not used, while 14 returned from CADBURY 1 (0.2%) were not used.

The conclusion from this is that only 194(38.8%), 101(20.2%), 30(6%), 17(3.44%), 13(2.6%) from the staff of the five selected MNEs were useful. In summary therefore, out of 372 (74.4%) questionnaire returned, only 355 (71%) were valid. It follows therefore, that 355 respondent’s form the basis of the analysis.

Table 2: Respondents Opinion to the Research Questions

Questions	SA(5) Freq %	A(4) Freq %	U(3) Freq %	D(2) Freq %	SD(1) Freq %	Total	Mean	SD
The merit system used in recruitment and selection affect employees' performance in MNEs	180	99	5	31	40	355	3.81	1.19
	50.7%	27.9%	1.4%	8.7%	11.3%	100%		
Race, ethnicity or religion influence the recruitment and selection process in Nigerian MNEs	149	101	5	36	64	355	3.11	1.04
	42%	28.5%	1.4%	10.1%	18%	100%		

Source: Field Survey, 2020

The data in table 2 above shows that 180 (50.70%) and 99 (27.89%) are in agreement that merit system used in recruitment and selection affect employees' performance in MNEs, while 40 (11.26%) and 31 (8.73%) disagree on it. However, 5 (1.41%) are neutral to the statement. This shows that over 50% are in agreement that merit system used in recruitment and selection affect employees' performance in MNEs. Further, the data in table 2 also revealed that 149 (41.97%) and 101 (28.45%) are in agreement that race, ethnicity or religion influence the recruitment and selection process in Nigerian MNEs, while 64(18.03%) and 36 (10.14%) disagree on it. However, 5 (1.41%) are neutral to the statement. This shows that over 50% support that race, ethnicity or religion influence the recruitment and selection process in Nigerian MNEs

Hypotheses

It should be noted however, that although all these variables exist in literatures, this study adopts the following variables to measure recruitment and selection: merit system, race, ethnicity and religion. Employees' productivity was considered along the dimensions of MNEs performance. As such data analysis was designed to answer the following research questions which ultimately were used to examine how recruitment and selection affect employees' productivity in MNEs. The following research questions and hypothesis were formulated

- (a) Research Question: Does the merit system is used in recruitment and selection of affect employees' performance in MNEs? thus this hypothesis was formulated:
H₀₁ - merit system used in recruitment and selection do not affect positively on the employees' performance of MNEs
- (b) To what extent does race, ethnicity or religion influence the recruitment and selection process in Nigerian MNEs?
H₀₂ . race, ethnicity or religion does not influence the recruitment and selection process in Nigerian MNEs

All hypotheses were tested and analyzed using simple linear regression analysis.

H₀₁ _ merit system used in recruitment and selection do not affect positively on the employees' performance of MNEs.

Hypothesis one shows how much of the variance in the dependent variable (employees' performance) is explained by the model, which is merit system. This means that the model (merit system) explains variations in the dependent variable (employees' performance). With an F value of 6.623 and a significance level 0.011, there is a significant positive effect of merit system used in recruitment and selection on the employees' performance of MNEs, therefore, the null hypothesis (H₀₁) rejected.

H₀₂_ race, ethnicity or religion does not influence the recruitment and selection process in Nigerian MNEs. The analysis shows how much of the variance in the dependent variable is explained by the model. R² was 0.078; F value is 25.698 and a p= 0.02. This indicates that race, ethnicity or religion influenced the recruitment and selection process in Nigerian MNEs. Therefore, the null hypothesis (H₀₂) rejected and the alternate hypothesis (H_{A2}) accepted.

Table 3: Hypotheses Result Test

HYPOTHESES	TOOLS	F-value	R Square	Std. Error of the Estimate	df	P-value	Decision
H ₀₁ - merit system used in recruitment and selection do not affect positively on the employees' performance of MNEs.	Regression Analysis	6.623	.078	.963	1	.011	H ₀₁ rejected H _{A1} accepted

H₀₂ - race, ethnicity or religion does not influence the recruitment and selection process in Nigerian MNEs.	Regression Analysis	25.698	.078	.974	1	.002	H₀₂rejected H_{A2} accepted
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SOURCE: SPSS OUTPUT, 2020

The finding of this study is in tandem with existing information in the literature that recruitment and selection criteria have significant effect on employee performance. Huselid (2005) observed that recruitment and selection criteria have significant organizational performance effect due to the provision of large pool of qualified applicants: paired with a reliable and valid selection it has a substantial influence over the quality and type of skills new employees possess. Similarly, Gamage (2014) noted that the recruitment and selection practices will determine who is hired, shapes employee behavior and attitude. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. According to Rauf (2007) Terpstra and Rozell (2003) there is a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures, organizations performance and firm profits. Rauf (2007) further concurred that sophisticated recruitment and selection procedures are positively related to performance in organizations. Accordingly, Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

V. CONCLUSION

Conclusion

The study concluded that staff recruitment and selection in MNEs are interrelated and very complementary. They form the critical institutional activities that contribute immensely to the growth of any firm. The major rationale for this emanate from the fact that they form the basis or bottom line for the greater role in the HR policy formulation process. This is the reason why staff recruitment and selection systems and practices should follow the natural HR cycle by adhering to the principles of systematic planning, clinical execution, objectivity and merit, without interference of demands for ethnic, religion or creed in the process. Although, several extra-institutional/organizational factors influence staff recruitment and selection system, it is very critical to note that altering the demands for meritocracy and constitute a threat to the efficacy of the as an instrument and machinery of development any organizations. Further, the high level of political favouritism by the political class, or management cadre and others, through the incorporation of factors such as ethnicity, nepotism, or favouritism would have negative implications for human resource development, service delivery and capability.

VI. RECOMMENDATIONS

In line with the study findings, the following recommendations are put forward for consideration. It is hoped that if these recommendations are implemented, the MNEs effectiveness can be better guaranteed.

- i. The MNEs should try as much as possible to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, ethnic origin and religion. Thus, recruitment and selection into the organizations should be based on merit.
- ii. Staff recruitment and selection in the organizations, should not be based on the skills of the applicants alone. Positive attitude should also be considered as well. The right attitude not only benefits the employee but also maintains workplace morale and improves overall performance that benefits both the employee as well as the organization as a whole.
- iii. Political office holders and other top government functionaries should minimize or stop constant interference in the issue of recruitment and selection of staff in the MNEs. This would help to avoid the very sad experience of poor productivity in such firms
- iv. Organizations' should be cautious in choosing recruitment and selection methods as well as assessing the predictive value of the methods in order to maintain credibility among applicants. The parameters considered before employment should be sound, not biased and up to date.

Contributions to Knowledge

The findings of this study are useful to the academic, industry managers, practitioners, and policymakers and to the general public in the several ways. This study has contributed to contemporary academic research on human resource management and administration moves carried out by multinational organizations by offering insights into factors that make firms succeed in human resources practices within the Nigerian context. The study has also contributed to human resources management and personnel management

literature by expanding the frontiers of knowledge in human resources practices for corporate effectiveness. This study helps to create areas of further research and how it can be utilized in other untapped sectors

Limitations and Suggestions for Further Studies

This study is aimed at assessing the implications of Human resources management on the organizational growth of international organization in African. The study limits its geographical scope to the Nigeria and studied only few selected MNEs in Nigeria. The task of getting all necessary information was not very easy. There were limits to the amount of information as most of the organizations were not ready to divulge some vital answers to key questions raised while conducting the research. This posits a challenge for the study. The current study is in context of Nigeria and used only survey method that favors on quantitative techniques. Therefore, the future researchers must investigate certain relevant social-economic-political factors that may impact on recruitment and selection policies of organizations in Nigeria. Further, this current study explained the relationship between recruitment & selection and employees productivity of MNEs in Nigeria, future researchers may need to evaluate the same variables using qualitative, mixed method or experimental design.

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