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Effect of Recruitment and Selection on Productivity of Selected Hospitality Firms in Lagos and Ogun States, Nigeria

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Abstract:

In an attempt to put natural resources into better use, developed and developing countries have been aiming for high productivity. The employees are often said to be the best asset of the organisation, this is because among the factors of production employees (labour) is the major one that controls all other factors of production; land, capital and enterprise, labour alone possesses a will of its own upon which the effective utilization of other factors depends. This makes it important for organisations to hire the best asset that can bring their desired performance. Therefore, this paper examines the effect of recruitment and selection on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. The data collected through the primary sources (questionnaire) were analysed using descriptive and inferential statistics employing regression analysis. The study revealed a significant effect of recruitment and selection on the productivity of selected hospitality firms in Lagos and Ogun states ($\beta = 0.387$, $t = 5.946$, $p = 0.001$) and came to a conclusion and also recommend that for hospitality firms in Nigeria to yield their desire results in terms of productivity, they need to be more objective in the recruitment and selection of their employees.

Keywords: Recruitment and selection, productivity, human resource

1. Introduction

Recruitment and selection can easily be considered to be one of the most critical functions of an organisation. Due to fierce competition it has become a huge challenge for the company to recruit right people with right skill. It ultimately leads to competitive advantage. Today organizations have moved from product focus to market focus to selling focus to customer focus to employee focus. It is common to hear organizations speak of their human resource as their biggest organizational asset, as the capabilities of an organization falls upon the shoulders of its employees. An organization is only as good as the capabilities of its employees (Chungyalpa & Karishma, 2016). To achieve organizational goal, hiring right people with right skill is the most important job. Otherwise, productivity will suffer a lot (Compton, 2009 & Canton, 2004). Being very expensive, recruitment not only hire but also develop and motivate workers to stay with the organization. This is true irrespective of all type of company (Anand, Shanthanlakshmi, Srinivasan, Arunkumar, Icewarya, Nandhu, Monisa & Kamatchi, 2018).

Better recruitment and selection procedure result in improved organizational outcome. The more effectively an organization recruits and select candidates, the more likely they retain satisfied personnel. Every organization is made up of two major components, the human and material resources. Without suitable and adequate human and material resources, the objectives of any organization will be difficult to achieve (Aminchi, Amina & Andrew, 2014). Several scholars such as Ofobruku and Iheabunike (2013); Muhammad, Naqvi and Anam (2014); Ekwoaba, Ugochukwu and Ndubuisi (2015); Chungyalpa and Karishma (2016); Bako and Aladelusi (2017), highlighted the effect of recruitment and selection on performance of the organization.

The inability of hospitality firms to recruit the right candidates or not making proper use of their human resources has hampered their efforts in improving and sustaining their productivity (Athanasios, 2017).

This study on the effect of recruitment and selection on productivity has been few over the years. Researchers have reported both negative and positive findings. Several scholars have authenticated positive effect on their studies. Ehungyalpa and Karishma (2016) examined best practices and emerging trends in recruiting and selecting and found that recruiting and selecting the right and qualified talents have a strong positive relation with organization productivity. In similar manner, Ekwoaba, Ugochukwu and Ndubisi (2015) in their study, the impact of recruitment and selection criteria on organization performance (productivity), had been noticed. Scholars such as Karthikey, Karthi and Balaishwarga (2015) found positive effect on recruitment and selection, and productivity. No significant effect had been found in some studies between productivity and recruitment policy (Tamanna, 2018, Altat, Ghulam, Husheng, Song, Shabbier & Zhao, 2014).

- H_0 : no significant association has been found for Recruitment and selection and the productivity for selected hospitality firms in Lagos and Ogun states, Nigeria.

2. Literature Review

2.1. Recruitment and Selection

Searching for right people is known as recruitment. Process of selecting people is known as selection. Selection process follows recruitment process. To sustain in competitive environment, importance of recruitment and selection policies have been highlighted by many researchers (Singh, Mathur, Jain&Sahayaraj, 2018).

Recruitment and selection are the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up positions within the organizations. It is the central function of human resource management, selecting the right person, for the right position at the right time. Recruitment takes place internally, within the organization and externally, from the usage of external sources. Internal factors include; the size of the organization, recruiting policy, image of organization and image of job. External factors include; demographic factors, labour market, unemployment rate, labour laws, legal considerations and competitors. Efficiency in the recruitment processes generates productivity and builds a good working environment and good relations between the employees (Kapur, 2017). Bratton and Gold (2017), highlighted the difference between these two terms. Chartered Institute of Personnel Management of Nigeria (2017) gave the definition of recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organisation by making them aware that such vacancies exist. Quality recruitment and selection of potential high-performance employees has been identified as the stronghold of productivity-oriented organisation all over the world. It is the human resource among all the resources in the organisation that has the capacity to create, innovate, modify, change and add value to the products and services of an organisation. The human resources also add value to other resources of the organisation such as money, machines and materials by making the products more quantitative and qualitative. Long before now, these capabilities of the human resources were not fully realized hence the haphazard utilization of employees in most organisations. The twenty century modern day organisations are gradually realising the human capabilities and potentials hence their resolve to maximally put them into quality utility. The identification, attraction and eventual acquisition of quality human resources into an organisation is the first start toward making an organisation great through the performance of its workforce and the overall productivity of the firm (Ihenacho, 2006).

2.2. Productivity

Campbell (2018) defined productivity as doing things right at the least possible cost in the least possible time with the highest possible quality and to the maximum level of satisfaction of the customers and employees, Campbell (2008) also viewed productivity as a concept that has captured the imagination and energy of managers and behavioural scientists for decades. Productivity can be enhanced by a suitable work environment. It can also be a product of effective recruitment and selection process. An effective recruitment and selection process can ensure that an institution hires the right candidate for a particular job or role. However, research has consistently indicated that human resource practitioners do not follow their institution's recruitment and selection processes in the appropriate manner (Catano, 2015).

Different interpretations are there depending on the situation. Improvement in production also helps to waste minimization (Aswathappa, 2013). Based on theory, inputs can be time, their skills, land, raw materials, machinery and energy (Campbell 2018).

According to Simpson (2018), productivity is key term for assessing growth and competitiveness of the organization as well as nation. Bureau of Labour Statistics (BLS) in United States of America stated in 2017, highlighted that capital investment, education and experiences define productivity mainly. Among many factors, equipment, innovation, improvements in supply chain logistics, education, enterprise and competition are very important in case of productivity. Portion of an economy's output growth that cannot be attributed to the accumulation of capital and labour is the man assumptions behind total productivity (Giandrea& Stewart, 2014).

If all aspects of managerial, technological, strategic and financial innovations can be taken in to consideration, it is known as multi-factor productivity (MFP). Low productivity hampers wages, corporate profits and living standards. In case of the hospitality industry, the main key of improved productivity lies in improving the output of the employees, both quantitatively and qualitatively. The whole process follows a system model (Kenneth, 2015).

2.3. Effect of Recruitment and Selection on Productivity

The effect of recruitment and selection on employee's productivity in the hospitality industry is very significant to the performance of the organisation (Beko&Adelusi, 2017). Djabatey (2012), tried to assess the efficacy of the recruitment and selection practices and procedure of HFC Bank. This study came with the solution that methods used for recruitment and selection needs to be very effective.

Ali and Nur (2015) studied ineffective recruitment and selection practices lead to positive increase in productivity. The effective use of recruitment and selection practices in firms has shown to be related to performance which represents labour productivity, product quality, organizational innovations, and customer satisfaction. Therefore, the study highlights the importance of HRM practices to achieve and sustain superior performance in changing business environment and need for an integrated approach toward formulation and implementation of HRM practices. In addition, this study was based on the literature review, a strong relationship between recruitment & selection and organizational performance of oil and gas sector in Iraq is found. Recruiting and selecting is very important for the survival of every organization but that does not

end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trend and challenges (Bako & Aldelusi, 2017).

2.4. Theoretical Framework

Wernerfelt proposes the theory Resource- Based View in 1984. Resource-Based View (RBV) is a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage to a firm. The RBV focuses mainly on managerial attention to distribute loftier competitive advantages (Wright, 2005). Helavalada and Julius (2017), highlighted that RBV helps to achieve goals, educe waste of employment and eliminates the mistakes involved in staffing and enhances effective utilization of its human resources.

For a competitive advantage to be attained a company has to strategically place itself to counter the external forces in the environment so as to position itself in the market. There the internal resource which includes Human Capital has to be acknowledged as a crucial resource to be sustained effectively. The two main assumptions of RBV involves resource diversity and resource immobility. According to Barney (2007), resource diversity concerns whether different firms possess bundles of different resources and capabilities; while resource immobility refers to a resource is difficult to obtain by competitors because it is inelastic in supply or costly. There are two assumptions: the organization is able to create sustained competitive advantage (SCA) which gives a company a real advantage. Powell (2007), also highlighted how RBV uses important resources and helps to maintain their relevance according to the market. Critics such as Foss (1997), charges RBV scholars of being silent on the endogenous creation of new resources by firms. While Dierickx (1989) and Wernerfelt (1984), have given an initial impetus to create a conceptual model that incorporates new resource creation into the RBV, these important contributions are only first beginnings. Foss hypothesizes that the reason for this underexposure is the RBV's reliance on strict equilibrium economics assumptions (such as complete rationality). Indeed, the very concept of sustainable competitive advantage is often defined in equilibrium terms. This deficiency is a symptom of a general difficulty of handling the more dynamic issues of resource creation, which originates from the variety of theoretical contributions in the RBV that partly incorporate dynamic factors (Brown, 2007). Resource-based view (RBV) is a framework based on management thought to find potential of strategic resources such that competitive advantages can be obtained. This framework focuses on internal resources like assets, capabilities and competencies (Helavalada& Julius, 2017).

3. Methodology

This study adopted the primary sources of data collection (questionnaire) in gathering data from the senior management employees of the selected hospitality firms. The objective is to evaluate the effect of recruitment and selection on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. The analysis of data on the objectives was done based on descriptive and inferential statistics. The results associated with the testing of the hypotheses are reported according to the hypothesis tested. Inferential and descriptive statistics were used in the analysis of data on recruitment and selection, and productivity. The Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS version 24.0).

4. Analysis and Results

The respondents indicated their perception and level of agreement with questions related to recruitment and selection. The responses were on the level of 1 to 6 which are based on agreement or disagreement on statements on recruitment and selection. Descriptive statistics percentages, mean and standard deviation were used to analyze the data.

| Items | Very High | High | Moderately High | Moderately Low | Low | Very Low | Mean | St. D |
|-------------------------|-----------|-------|-----------------|----------------|------|----------|------|---------|
| Formal policy | 68.7% | 24.7% | 3.3% | 3.3% | 0.0% | 0.0% | 5.58 | .71594 |
| Objectivity | 33.3% | 56.7% | 5.3% | 2.0% | 2.7% | 0.0% | 5.16 | .82803 |
| Effectiveness | 50.0% | 26.7% | 18.0% | 2.7% | 0.7% | 2.0% | 5.16 | 1.07076 |
| Confidentiality | 36.0% | 44.7% | 12.0% | 6.7% | 0.0% | 0.7% | 5.08 | .92337 |
| Organizational standard | 45.3% | 38.7% | 8.7% | 6.7% | 0.7% | 0.0% | 5.21 | .90921 |
| Grand Mean | | | | | | | 4.20 | .67531 |

Table 1: Descriptive Statistics on Recruitment and Selection
Source: Researcher's Field Survey, 2019

According to results in Table 3.1, 68.7% of the respondents indicated that Formal policy is very high, 24.7% indicated high, 3.3% moderately high while 3.3% indicated moderately low. On average, the respondents indicated that formal policy is very high with a mean of 5.58 and standard deviation of 0.71594. Results also indicated that 33.3% of the respondents responded very high to Objectivity, 56.7% indicated high, 5.3% moderately high while 2.7% indicated moderately low. On average, the respondents indicated that objectivity is high with a mean of 5.16 and standard deviation of 0.82803. Also 50% of the respondents indicated that effectiveness is very high, 26.7% indicated high, 18% moderately

high, 2.7% indicated moderately low, 0.7% indicated low while 2% indicated very low. On average, the respondents indicated that effectiveness is high with a mean of 5.16 and standard deviation of 1.07076. Results also indicated that 36% of the respondents responded very high to confidentiality, 44.7% indicated high, 12% moderately high, 6.7% indicated moderately low while 0.7% indicated very low. On average, the respondents indicated that confidentiality is high with a mean of 5.08 and standard deviation of 0.92337. The results also show that 45.3% of the respondents that indicated that organizational standard, 38.7% indicated high, 8.7% moderately high, 6.7% moderately low while 0.7% indicated low. On average, the respondents indicated that organizational standard is high with a mean of 5.21 and standard deviation of 0.90921. The grand mean for recruitment and selection is 4.20 with standard deviation of 0.67531, indicating that recruitment and selection of the selected hospitality firms is moderately high.

Table 3.2 presents results of descriptive analysis of the data gathered on productivity. Descriptive statistics percentages, mean and standard deviation were used to analyze the data.

| Items | Very High | High | Moderately High | Moderately Low | Low | Very Low | Mean | St. D |
|--|-----------|-------|-----------------|----------------|------|----------|------|--------|
| Output | 53.3% | 33.3% | 12.7% | 0.7% | 0.0% | 0.0% | 5.39 | .73180 |
| Measured in terms of Mission | 30.7% | 48.7% | 16.0% | 4.0% | 0.0% | 0.7% | 5.04 | .85828 |
| Measured in terms of meeting standard | 38.0% | 36.0% | 21.3% | 4.7% | 0.0% | 0.0% | 5.07 | .88307 |
| Measured in terms of client's satisfaction | 38.0% | 41.3% | 14.7% | 6.0% | 0.0% | 0.0% | 5.11 | .87114 |
| Greater returns to the shareholders | 38.0% | 39.3% | 17.3% | 5.3% | 0.0% | 0.0% | 5.10 | .87278 |
| Grand Mean | | | | | | | 5.14 | .84341 |

Table 2: Descriptive Statistics on Productivity

Source: Researcher's Field Survey, 2019

Table 3.2 presents the results of descriptive statistics on productivity. The results of the descriptive statistics revealed that 53.3% of the respondents indicated that Output is very high, 33.3% indicated high, 12.7% moderately high while 0.7% indicated moderately low. On average, the respondents indicated that output is high with a mean of 5.39 and standard deviation of 0.73180. Results also indicated that 30.7% of the respondents responded very high to measure in terms of mission, 48.7% indicated high, 16% moderately high, 4% indicated moderately low while 0.7% indicated very low. On average, the respondents indicated that Measured in terms of Mission is high with a mean of 5.04 and standard deviation of 0.85828. Also 38% of the respondents indicated that measured in terms of meeting standard is very high, 36% indicated high, 21.3% moderately high while 4.7% indicated moderately low. On average, the respondents indicated that measured in terms of meeting standard is high with a mean of 5.07 and standard deviation of 0.88307. Results also indicated that 38% of the respondents responded very high to measure in terms of client's satisfaction, 41.3% indicated high, 14.7% moderately high while 6% indicated moderately low. On average, the respondents indicated that measured in terms of client's satisfaction is high with a mean of 5.11 and standard deviation of 0.87114. Last on the shows 38% of the respondents that indicated that Greater returns to the shareholders, 39.3% indicated high, 17.3% moderately high while 5.3% indicated moderately low. On average, the respondents indicated that greater returns to the shareholders is high with a mean of 5.10 and standard deviation of 0.87278. The grand mean for productivity is 5.14 with standard deviation of 0.84341, indicating that productivity is high in the selected hospitality firms.

Combining the results in Tables 3.2 and 3.3 together, recruitment and selection and productivity have a different pattern of increase. The grand mean for recruitment and selection is 4.20 with standard deviation of 0.67531, while grand mean for productivity is 5.14 with standard deviation of 0.84341 which suggests divergent of opinions among the respondents in relation to the variables. However, from the descriptive statistics table findings reveal that there is formal policy and organizational standard in the selected hospitality firms. The finding also revealed that majority of the respondents indicated that level of output in the selected hospitality firms is high. The finding depicts that effective recruitment and selection promotes output in the selected hospitality firms. These findings provide answer to research question one and enables the researcher to achieve objective one.

4.1. Hypothesis Testing

- H_0 : Recruitment and selection have no significant effect on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria.

Linear regression analysis was performed to test the hypothesis with productivity as the dependent variable, and Recruitment and selection as the predictor or independent variable. The data for both variables were generated by adding

all the responses of all the items under the variables. Data from 150 respondents were analyzed. The results of the regression analysis are shown in Table 3.

| Model Summary ^b | | | | |
|----------------------------|--------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.439 ^a | 0.193 | 0.187 | 2.72969 |

Table 3: Regression Analysis of Recruitment and Selection on Productivity

a. Predictors: (Constant), Recruitment and Selection

b. Dependent Variable: Productivity

| Coefficients ^a | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 15.576 | 1.720 | | 9.054 |
| | Recruitment and Selection | 0.387 | 0.065 | 0.439 | 5.946 |

Table 4

Source: Researcher's Field Survey, 2019

a. Dependent Variable: Productivity

Table 3 presents regression results of effect of recruitment and selection on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. The regression results presented in Table 3 indicate that recruitment and selection had a positive and significant effect on productivity ($\beta = 0.387$, $t = 5.946$, $p = 0.001$). The regression results show that recruitment and selection accounted for 19.3 percent of the variance in productivity of selected hospitality firms ($R^2 = 0.193$). However, the model did not explain 80.7% of the variation in productivity. This implies that there are other factors associated with productivity that were not included in the regression model. Based on the results, the regression used to predict productivity by recruitment and selection is expressed as:

$$\text{PROD} = 15.576 + 0.387\text{RS}$$

Where: PROD = Productivity

RS = Recruitment and selection

From the regression equation, taking recruitment and selection constant at zero, productivity of selected hospitality firms in Lagos and Ogun states, Nigeria is 15.576 which is positive and indicating surplus. The results show that an improvement in recruitment and selection increases productivity by 0.387. From the results, there is sufficient statistical evidence to support the effect of recruitment and selection on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. This implies that recruitment and selection significantly affect productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. Therefore, the null hypothesis one (H_0) which states that recruitment and selection have no significant effect on the productivity of selected hospitality firms in Lagos and Ogun states, Nigeria was rejected.

5. Discussion

This study sought to examine the effect of recruitment and selection on the productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. Based on the finding of this study, it was revealed that recruitment and selection have significant effect on the productivity of selected hospitality firms in Lagos and Ogun states, Nigeria. Conceptually several studies such as Kapur (2017) and Bratton and Gold (2017) pointed that efficiency in the recruitment and selection processes generates productivity and builds a good working environment and good relations between the employees, thus enhance overall firm performance. The studies of Beko and Adelusi (2017) and Djabatey (2012) established that selection and recruitment have positive and significant effect on firm productivity. Ali and Nur (2015) and Ahmed and Saima (2014) empirically established that effective use of recruitment and selection practices in firms has shown to be related to performance which represents labour productivity, product quality, organizational innovations, and customer satisfaction. Based on the majority assertion that effective selection and recruitment enhance firm productivity, therefore, this study supported other majority findings that recruitment and selection have significant effect on productivity of selected hospitality firms in Lagos and Ogun state, Nigeria.

6. Conclusion

The study examined the effect of recruitment and selection on productivity of selected hospitality firms in Lagos and Ogun states, Nigeria and came into conclusion that, indeed hospitality firms like every other competitive business entity calls for effective recruitment and selection that can enhance organization goals and objectives in terms of productivity. It is pertinent to know for hospitality firms in Nigeria to yield their desire results in terms productivity, they need to be more objective in their recruitment and selection of employee.

7. Contribution to Knowledge

This study as well as its findings made relevant contributions to knowledge in the following ways: The study contributed to knowledge in the concepts through the productivity discussed in relations to recruitment and selection. The study contributed to the new knowledge of the importance of recruitment and selection on the productivity in hospitality firms in Lagos and Ogun states. The study also contributed to the empirics by ascertaining the relevance of recruitment and selection on the productivity of hospitality firms. The study shows the linkage between recruitment and selection, and productivity both the independent and dependent variables contributed to this study in accordance with the existing knowledge. The study further contributed to theories by examining the effect of recruitment and selection on the productivity of selected hospitality firms in Lagos and Ogun states linked the study to resource based view. Resource based view focused on the relevance of recruitment and selection in business operations to attain competitive advantage over the competitors through capitalizing upon internal resources and competencies and their relative strengths. Though achieving a competitive advantage is a difficult job but sustaining the competitive advantage is more challenging than attaining it. The resources and capabilities need to be continuously upgraded and improved to ensure sustainable competitive advantage over the competitors and new entrants in the long run.

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