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ASSESSMENT OF EFFECTIVE RECRUITMENT ON SUSTAINABLE DEVELOPMENT IN NIGERIA

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Abstract

Effective recruitment is a principal aspect of personnel department in every organization. In order to ensure competitive strength and strategic advantage, an organization determines to choose from the pool of talented resources, the right person for the right position at the right time. Identifying vacancies would lead to job analysis (job description and job specification). The study assesses technical qualification as determination for effective recruitment in the country. The study assesses job analysis (job description and job specification) as criteria on ensuring sustainability in the country. The study examines the role of behavioural requirements in ensuring sustainable development in Nigeria. The

study adopted Resource Based (RBT) Theory. The theory was profound by Edith Penrose in 1959. The theory explored on resource acquisition, utilization and expansion. The theory postulated that organisation should invest and develop human resources who have the required skills and knowledge aligned with social, economic and environmental goals. Data were obtained from secondary sources. The study used conceptual analysis for presentation, analysis and discussion. The research findings stated that technical qualification is a suitable phenomenon for recruiting talents into the organization. That job analysis (job description and job specification) are criteria that ensure effective recruitment which determine development and sustainability in the country. Also, behavioural requirement was an important mechanism for effective recruitment considering, World Economic forum Report, (2024). The study recommended that effective recruitment into the organization would invariably ensure social, economic and environmental continuity, development and sustainability in the country.

Keywords: Recruitment, Technical Qualification, Behavioural Requirement, Job Description, Job Specification, Sustainable Development

Introduction

Effective Recruitment practice in human resource management (HRM) is a prerequisite and indispensable phenomenon for addressing challenges of employees who might leave the organization voluntarily or involuntarily. Recruitment is the bedrock of any developmental process in any country, especially if the process follows the required norms and values of recruitment in an organization. The main purpose of personnel recruitment is to create a talent pool of candidates with ability to reason, capacity for learning, leadership potential, creativity, innovations and invention and skill competency into the organization. The organization advertises either internally or externally to attract more and more employees to apply with the intention to choose the right candidates to fill various positions in the organization at a point in time.

It is very important to note that whether public or private organizations, regardless of their size, ought to implement effective recruitment policy and procedures to ensure they retain the best skilled and knowledgeable employees for splendid and awesome performance. It is the human resource management that is entitled to always be at alert if they recruit and select the best among the pool of candidates, they will determine to address matter on talent pool, talent capacity building and development, talent assessment, talent commitment, talent retention and talent turnover or separation.

However, whenever there is lacuna on the part of effective recruitment, it would affect the future stake of the organization.

The World Economic Forum, (2024) regarded the use of skill first approach (human skills) on the process of recruitment and development. The outcome of this approach definitely ensures critical, collaborative, analytical thinking and reasonable technique of a worker, in addressing issues for the future to ensure organizational success and development. The effect of recruitment in an organization would ensure social, economic and environmental sustainability, if it considers candidate's academic qualification and mental requirement. In fact, based on the perception of the forum, putting into human behavioural requirement will ensure organizational continuity and development.

The need for recruitment and selection is due to availability of job vacancies as a result of branch transfer, retirement, job promotions, employee termination, turnover and death. This may also be as a result of creation of new positions in the organization due to government or company growth and expansion. (Amani, 2021). It is perceived by Amani that, recruitment can befall an organization in several ways and the way to overcome the lapses is through effective recruitment and selection of deserved employees to fill those required positions. Immediately those who deserved were employed they would put their best as far as they can to contribute towards organizational goals. It is those kinds of employees that would be the core staff in future and they knew what the job needs them to do at any point in time. As a result of this, it would ensure social, economic and environmental growth and development.

The human creature is the most crucial and critical asset to any organization hence, the growth and development of any organization is anchored on the caliber and spectrum of employees recruited and selected to address the affairs of such organizations. To maintain organizational effectiveness, development and continuity, then recruiting and selecting the best befitting employee should be the most appropriate outcome of those organizations.

It is note that recruitment in all public organisations is a government tremendous responsibility to ensure continuity, functioning and development of the system. The effect of recruitment into the government service should be based on candidate's capacity (physical and mental capacity), candidate's achievement (qualification and experience), candidate's inclination (motivation, attitude towards the job, behavioural requirement to the job) candidate's personality factors (maturity, emotional stability and intelligence) and candidate's adaptability towards the job (socialization and

social adjustment on the job). The nature upon which the recruitment process of government workers has been alarming owing to the fact that recruitment is based on favouritism, nepotism, sectionalism, tribalism or politically motivated. The politicians, government officials or famous personalities with vast influence, influences recruitment in our sensitive organisations in favour of some specified citizens even if they do not deserve to be placed in the position in response to meritocracy than mediocrity tendency of the recruitment process.

Nigeria is a nation that is obviously known on making emphasis on technical (paper) requirement than actually those who have the required qualification of the job with the job at heart to drive the country beyond the level it is. Many organisations are filled with unqualified staff that do not have intense mind with the driving force to make critical and analytical thinking to solve the problem of our country. The social gap and social inequality created from recruiting and selecting testify and verify the fact that the country turn up to be a materialistic nation that value money than any other thing. There are sensitive public organisations that do not officially recruit but unofficially select those they prefer to work in those government places. Those government environments are CBN, Nigerian refineries, Port Authorities, Maritime and other well paid Ministries, Departments and Agencies (MDAs).

Consequently, as a result of employing wrong employees performing the wrong job, it is absolutely tantamount to organizational failure due to low staff motivation and engagement, high staff turnover, high rate of absenteeism, low employees' productivity, poor customer service, and poor quality of products in that organizational settings. Therefore, the government could not achieve socio-economic development and environmental sustainability if effective recruitment is not put in place from the first instance. Sustainable development as generally perceived by the United Nation’s World Commission on Environment and Development (WCED) is a model for development on meeting those needs such as education, health, provision of water supply, economic growth, economic stability and by extension what the environment requires and meeting up with future demand of the people in those environments, cannot be attained without effective recruitment best practices.

Objectives of the Study

The main objective of this paper is to ensure how effective recruitment would bring about social, economic and environmental growth and development in the country. Other specific objectives of the study encompass the following.

i. To assess technical qualification as determinant for effective recruitment in the country.

ii. To assess job analysis (job description and job specification) as criteria for effective recruitment on ensuring socio-economic development and environmental sustainability in the country

iii. To examine the role of behavioural requirements on ensuring sustainable development in Nigeria

Conceptual Clarification and Theoretical Framework

Concept of Recruitment

Recruitment is the process of identifying, developing and attracting capable individuals who have the required knowledge, skills and ability to perform a task from the pool of qualified applicant to fill the existing vacancies, requiring those who have technical and behavioural requirements to do the work, according to do stipulated terms and conditions of the organization. Recruitment is the idea of injecting from the pool of capable hands to fill the identified vacancies in the organization.

Hamza, et al. (2022) stated that recruitment is the process of selecting and hiring of the best qualified candidate with (technically and behaviourally requirements) from inside or outside the organization for a job opportunity to the deserved candidate. It is those who deserved to work for the future happiness of the organization. It is a set of activities for an organization to catch the attention of job applicants that have the abilities needed to help the organization to achieve its determined objectives and goals. The qualified candidate with the talent proficiency, talent abilities, talent agility and talent creativity will be hired internally or externally to contribute in achieving the organizational goals and objectives.

Khan and Abdullah, (2019) posited that recruitment and selection has a stringent process if the organization should achieve its determined goals and objectives. The process it entails to achieve are; examining the necessities of work (the organization inevitably needs to fill vacancies), drawing employee to that occupation (engaging people to that career as ideal phenomenon), screening and selecting candidates (determining the best candidate for a job), contracting, (a contractual agreement between the employer and employees and coordinating the new employee to the association (linking the new workers into the organization to contribute their own quota for the goal of the organization).

Wohking, (2024) argued that recruitment is enticing potential individuals, who determined to do a job that tends to fill an open job vacancies within an organizational structure so that the organization will achieve its goals and objectives. It is also a systematic procedure to attract highly qualified individuals into the organization. Whenever an organization screens and hires with the best methods to identify and secure applicants with the highest qualifications and behaviourally needs to do the job for accomplishment of the desired goals. Therefore, we can say, it plays an integral role in attracting, recruiting, and maintaining highly skilled workers to enhance the managerial and operational activities in the organization

Concept of Job Analysis

Job analysis is the systematic process of collecting relevant, work-related information which could be the nature, scope and responsibilities of jobs in the organization. Job analysis is an organized assessment, study and recording the responsibilities, duties, skills, accountabilities, work environment and ability requirements of a specific job of a particular organization. It is also perceived as involvement in determining the relative importance of the duties, responsibilities and physical and emotional skills for a given job (Ashraf, 2017) as cited in (Ele, Makama, & Okongo, 2020). The job analysis comprises the nature of jobs required, size of organizational structure, type of people required, relationship of the job with other jobs, physical condition to support the activities, qualifications and academic background required for the job. The outcome of job analysis is the job description and job specification

Concept of Job Description

Job description is a written statement that describes the duties of an employee, how the duties should be done and why are they done? Basically, job description provided details about the job content, environment, context, nature, and conditions of employment for a candidate. Job description in personnel management composes of the title, designation and location of job, the nature of duties to be performed, qualifications required for the job, .the nature of authority, relationship of that job with other jobs and physical and working condition for the job. The most important thing about job description is the job.

Concept of Job Specification

Job specification is otherwise called man specification or employee specification. It is the list of the necessary components of a job comprising the summary of the work, primary duties and responsibilities, and the minimum (technical) qualifications and requirements necessary to perform the job (Sharif & Karim, 2017). Job specification is an organized factual statement of a specific job which tells us the minimum acceptable human qualities which helps to perform a job. Job specification translates the job description into human qualifications so that a job can be performed in a better manner. The employee specification entails job title and designation, educational qualification, maturity and dependability, physical appearance and mental health, special attributes and abilities and other related attributes of a person.

Concept of Sustainable Development

Mazza, (2021) stated that the 1972 UN Environment Summit in Stockholm led to the establishment of the UN Environment Program. Fifteen years after the Stockholm Summit in 1987, the Minister of the Environment of Norway, Mrs. Brundtland set up a special committee on development and its significance on the environment. The Brundtland Commission published a report entitled "Our Common Future" perceived: sustainable development as the development that meets the needs of today's generation without sacrificing the ability to meet the needs of future generations. The World Conference on Environment and Development (WCED) held in (1992) at Rio de Janeiro, in Brazil, over 178 countries attended it. The result of the Rio report was the “Agenda 21", that refers to the obligations and goals of the International Community to achieve a better life and the goals of sustainability for the 21st century. (Makhrout & Ait hbibi, 2023)

Therefore, sustainable development was generally accepted and defined as the ability of a society to meet the needs of the present without compromising or sacrificing the ability of future generations to meet their own needs". Sustainable development is not only providing social and economic services such as health facilities, improving educational standard, road construction economic growth and development, economic stability or water supply but sustainability, improvement and effectiveness of the environment. Sustainable development in a nutshell is all about social and economic development as well as environmental sustainability.

Impact of Sustainable Development to Nigeria

Klarin, (2018) stated that the rate at which sustainable development impacted on social, economic and environmental sustainability and development can never be over-emphasized.

1. Sustainable development ensures effectiveness and efficiency: sustainable development can lead to more efficient use of human and material resources, improved service delivery by the civil servant, ensuring growth, enhancing social, economic and environment development as well as to have better outcomes for citizens.
2. It encourages global competitiveness: It is very important to note that global competitiveness, aligned with social, economic, environmental and international sustainability ensure standards and development. Hence, the country is exposed to global reputation and humbleness, attract foreign investment and strengthen the position in the international marketplace.
3. It ensures environmental conservation and economic growth: Ideally, implementing sustainable practices in public operations can help mitigate environmental degradation and promote conservation efforts. Sustainable development initiatives stimulates economic growth by fostering innovation, creating new employment opportunities and attracting investment in green technologies and infrastructural development to the country.
4. Sustainable development ensures social equity: Sustainable development helps to address social inequities and promote social inclusiveness and growth. The government works towards reducing poverty, improving access to essential services and enhance the overall quality of life for all the citizens. Therefore, sustainable development enhances not only social and economic development but environment development.
5. It brings about socio-economic development and environmental sustainability: sustainable development ensures economic growth, increase productivity, improve living standard, social cohesion, enhances education and health sector, gender equality, social welfare, human capabilities, social empowerment and improve quality of life of the people.

Theoretical Frame Work

The study adopted Resource Based (RBT) Theory. The theory was profound by Edith Penrose in 1959. The theory explored on resource acquisition, utilization and expansion. The theory postulated that organisation should invest and develop human resources who have the required skills and knowledge aligned with social, economic and environmental goals. The theory assumed that the organization should recruit the qualified employees, who have the technical (paper) and behavioural requirement to utilize human and material resources to develop and implement strategies that will contribute towards achieving the organizational goals and objectives. (Barney, Ketchen, Jr, & Wright, 2021).

Also, it believes that the organization should deploy, combine and manage the resources they do have in order to achieve the target of the organization.

According to the theory, an employee with the full paper qualification should go for capacity building so that the employee over a given period of time will producue beyond expection. Whenever an employee had the paper requirement he should be determined by looking the gap between productivity and the employee in the organization that will enable the organization to invest resources and utilising the resources for economic, social and environmental sustainability in the organization. Before the human resources determine for training, Knowledge, Skills and Ability (KSA) gap analysis, purposely to utilize the available resources for growth, development and sustainability. The training is either on or off the job training to enable the trainee to impact with something new which he did not know before.

It stipulated that the organization should have competitive strength and strategic advantage over other companies. It means, investing on the required skills with behavioural requirements will make the organization to compete with any organization in the international market. It would assist enormously on competing with other internal and international organizations so as to meet up with the world standard. Moreover, when the organization utilizes their human and material resources appropriately, this is to say by recruiting the best among the pool of available resources, engage them in capacity building, retrain those employees, and retain spectrum of those resources, then the organization would be capable of creating values and possibility of outperforming its rival in the international market. If the resources are well equipped with the necessary knowledge it demands, it would eventually have competitive advantage over others competitive firms, hence, economic, social and environmental development.

The theory implies that employees of an organization are exceptional and incomparable resources, if effectively harnessed, it can create an outstanding or conspicuous advantage and success for the organization. It is a resource-based personnel resource approach meticulously focuses on fulfilling its human capital requirements. It has shown the organization has personnel policies and values and workers are the essential peculiar or unique tool. Success is accomplished by guaranteeing the organization or company with employees of more excellent value than its rivals, organizational learning would be promoted, peculiar corporate standards, and organizational culture which bind the organization or firm together and focuses on developing and nurturing the unique intellectual capital of the business prevail in the organization for advancement and progress.

Organisation is at the brink of failure, if it does not recruit, enlist and utilize the available resources, by taken into account paper qualification, behavioural requirement and job analysis (job description and job specification). This will enable the employee recruited to have the ability to reason, capacity for learning, temperament and leadership potential, creativity, innovation and invention, and skill competency. In addition to this, capacity building (training) is the next step after recruiting the best in the talented pool available for recruitment in the organization. The result of this will give the testimony to have economic, social and environmental development.

Methodology

Conceptual analysis is a method which examines, analyses and clarifies the meaning, structure and underlying assumptions of ideas to ensure coherence in research, theory and practice. In conceptual analysis, the concept is chosen for examination, and the analysis involves quantifying and tallying its presence.

The steps to take in conducting conceptual analysis in a scientific research are;

i. Selecting the concept; This is by choosing the relevance concept for the study such as job description, job specification, sustainable development etc
ii. Determine the objective for conducting the analysis; specifically, clarifying the rationale behind the analysis. it is mainly for research purpose.
iii. The use of the concept; The concept is used in literature purposely to synthesize what the narrative citation was about by bring ensuring the thesis, synthesis and antithesis of the concept made by the scholar.
iv. Defining attributes; this is by bringing out the characteristics which define the concept.
v. Identifying the antecedents and consequences; identifying the antecedents and (consequences) result that happen when the concept is present and synthesize the result by creating a clear, precise and actually contextually definition and understanding of the concept.
vi. Construct Cases; This illustrate the concept. it has been illustrated by a model case with perfect examples.
vii. Fish out the empirical Referents; determine measurable indicators of the concepts in the real world.

viii. Synthesize & Analyse Implications; this is by summarizing findings and how the concept guides research or theory.

It clarifies the concepts in the sense of highlighting what takes to be in the concept. The suitable method adopted this study is explanatory in nature. The method for the conduct of the research is conceptual analysis. The secondary sources of data collection for the study are magazines, administrative and social science journals, textbooks, newspapers, students' theses and dissertations and other relevant materials.

Discussion and Findings

It is unambiguous or undeniable to guarantee that fact that recruitment is the backbone of any organization to thrive and survival. In the recruitment process especially if the process follows the required ethics, norms and values of recruitment, it would ensure continuity and sustainability. The principal purpose for effective recruitment is to create a talent pool of resources with the ability to make inductive reasoning; those will determine the future happiness of the oranisation. Adhering to the ethics of recruitment, the organization will recruit and utilize the human and material resources they have for the benefit, future determination of the entire organization.

Nevertheless, the study basically revealed that technical qualification is a significant key factor for a recruitment policy which enables eligibility for a candidate to be recruited and selected into the organization. This attest to the fact that the candidate must bagged a certificate ranging from elementary level, secondary level as well as tertiary level (Diploma, Nigerian Certificate in Education (N.C.E), First Degree, Masters or (Phd) Doctor of philosophy) before a candidate can meet up with the eligibility status for recruitment.. It is what determines the qualification of a candidate for effective recruitment. It provided the space for the recruitment expert to chack the eligibility whether they are original or otherwise.

The study revealed that behavioural requirement on the process of recruitment and selection of talented employees, provided a good avenue for the recruitment agency to put into account interpersonal and intra personal relation, super-ordinate- subordinate relationship, maturity, physical appearance and mental health of an employee. The use of bahavioural requirement eventually enhance those who want to give their lives to the job they do and spend their lives for the survival of the organization. Behavioural consideration enables the organization to recruit the talented needed who have critical, collaborative, analytical thinking and reasonable technique to proffer remedy to issues for the future

organizational success and development. Therefore, the effect of recruitment when it follows the right process, it would ensure social, economic and environmental development and sustainability

The research revealed that effective recruitment should be based on candidate's capacity (physical and mental capacity), candidate's achievement (qualification and experience), candidate's inclination (motivation, attitude towards the job, behavioural requirement to the job) candidate's personality factors (maturity, emotional stability and intelligence) and candidate's adaptability towards the job (socialization and social adjustment on the job). The study revealed the nature how recruitment of staff is transpiring in the country, is disheartening, considering how recruitment is based on favouritism, nepotism, sectionalism, tribalism or politically motivated. It is also revealed that the politicians, government officials or famous personalities with vast influence, influences recruitment in favour of some specified citizens even if they do not deserve to be placed in the position they are placed.

The study revealed that immediately an organisation identified vacancies to fill, then job analysis which is the outcome of job description and job specification in the aspect of human resource recruitment will follow. Job analysis embraces nature of jobs required, size of organizational structure, type of people needed, relationship of the job with other jobs, physical condition to aid the activities, qualifications and academic background required for the job. Job description is all that it takes to know about the job. In fact, it is everything about the job. The man's specification is all information that will be needed on the candidate who is to be employed by the organsation. In order to have effective recruitment, job analysis (Job description and employee specification) must be discreet because it is the key determinant for recruitment into an organization that would indirectly make the employee contributes his quota to the social, economic and environmental growth and development in the country.

It is very significant to note that sustainable development is not only providing social and economic services such as health facilities, improving educational standard, road construction or water supply, economic growth, economic stability but sustainability, improvement and effectiveness of the environment. It is stated that sustainable development is about social economic development and environmental sustainability. The sustainable development impacted on ensuring efficient use of human and material resources that cause social, economic and environment development to the country. It encourages global competitiveness, environmental conservation and economic growth. In addition to that, sustainable development assist on increasing productivity, reduces poverty, improve

living standard, social cohesion and impacting on education and health sector, gender equality, social welfare as well as human capabilities.

The study definitely revealed that for organization to achieve their fundamental objectives, it must consider first and foremost paper qualification which is the first eligibility stand by a recruitment agency to attain its objectives. It goes along to put into account of the bahavioural requirement of the job. Does he even like to do the job for the rest of his life? The cordial human relationship among the workers. The job analysis laid out the suitable foundation for job specification and job description for the job in the organization.

Summary of Findings

In order to have proper comprehending of the contributions made on the research findings, the summary of the findings aids to do so for appropriate understanding of the study.

1. The research revealed that technical qualification is a basic criteria for effective recruitment in an organization. The candidate as a matter of utmost importance must bagged a certificate ranging from elementary level, secondary level as well as tertiary level (be it Diploma, N.C.E or Degree or any other post graduate Degree) before the candidate can meet up with eligibility for recruitment into the country.
2. In order to meet up with the process effective recruitment of staff that would contribute to social, economic and environmental development, immediately an organization identified vacancies, job analysis is the response. It is generally noted that job analysis is the outcome of job description and job specification. It is what gives the real information about the job as well as employee's specification (special attributes and other personal characteristics about a person). Job analysis is a very significant mechanism for recruitment in the organization.
3. The behavioural requirement in the process of recruitment and selection of talented employees enhance the survival and sustainability in the organization. The result of behavioural requirement intensifies critical, collaborative, analytical thinking and reasonable technique of an employee, to address issues for the future organizational growth and development. This would raise the level of social, economic and environmental progress and development.

Conclusion

Basically, effective recruitment in an organization needs technical and behavioural requirements that would move that organization forward. The country prefers paper requirement without being tremendously putting into account of behavioral requirement to recruit the best talent employees whose passion, inspirations, determination and focus is on the job and would contribute to social, economic and environmental attainment and progress in the country. However, job analysis was being the outcome of job description and job specification in the recruitment process of employees. The study regards sustainable development on the perspective of recruiting and selecting the best qualified employees that enhances talent identification, talent training and development, talent retention, talent effectiveness, talent progress, and talent organizational output from all organization. The outcome of this situation would envisage socio-economic development and environmental sustainability and growth. Therefore, sustainable development can never be over emphasized if due process on employing workers is made on the context of best recruitment practices on all organizations without inappropriate circumstances that favours and selects anyone not meritocracy but mediocrity as witness in the country now.

Recommendations

Based on the research findings obtained, the study recommends the following which if utilized, it would assist tremendously in transforming social, economic and environmental progress and development changing the lives, social justice, fairness, sustainability and progress in the country. The following is suitable for appropriate recommendation.

1. The government as employer of labour should thoroughly give technical (paper) qualifications tremendous attention, to make sure all paper requirements are original and the credentials of candidates meet all standard for recruiting among the talent pool. The human resource expert should check thoroughly from the elementary level, the secondary school level and tertiary institution certificates and other relevant experiences that are additional advantage for the recruitment process. The result of determining technical qualification would attest the fact that those who deserve to be in the employment cycle would be. Hence, social, economic, and environmental sustainability ensured with the critical and collaborative thinking of addressing country's issues.
2. Whenever an organization identifies vacancies, it moves to the next stage which is the job analysis. Obviously, the job analysis is the job description and job specification. The duo concepts are the parameters the government as employer for labour to recruit in all

organizations that needed to recruitment from the pool of quantum of applied candidates. The government at all levels should be based on meritocracy rather than mediocrity. The notion of favouritism, should be handled with stiff considaration in order to attain social, economic and environmental growth, development and sustainability in the country.

3. The government should take into utmost account of behavioural requirements in recruiting those who are to be recruited into any position in the government. Human skills (behavioural qualification) should be very crucial in employing any staff by the government into any organization. Recruitment of the job at all government organization should be based on merit advantage which would revamp and revive the country for economic, social and environmental growth and development.

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