

# Recruitment, Selection and Placement of Human Resource in Adult Education Organisation: Implications for the Management of Adult Education Borno State Nigeria

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## Abstract

Recruitment, selection and placement of human resource is a major part of an organization overall resourcing strategies which identify and secure people needed for the organization to survive and succeed. Better recruitment and selection procedure results in improved organisational outcomes. The more effectively an organization recruits and select candidates particularly in adult education organization the more likely they retain satisfied personnel. In view of the critical importance of the personnel in the achievement of Adult Literacy Learning Programme (ALLPS). This paper therefore attempts to discuss the procedure of recruitment, selection and placement of adult education staff and the implications for the management of adult education in Nigeria. The paper concludes that it is important to determine the strategy by which the recruit, select and place organization employee and the contingent workforce in terms of their skills and technical abilities, especially in adult education organization.

## Introduction

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. Human and material resources are input into the system through process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organizations.

Rogers (2006) noted that limited success of many adult literacy programmes is often attributed to inadequate resources as well as the utilization of the resources available. Thus, the quality, effectiveness and overall success of adult literacy learning programmes (ALLPS) depends on the provision of adequate resources. Even if adequate materials resources are available, the qualification, experience and commitment of personnel are critical to the success of adult education programmes in Nigeria.

According to Adebayo (2000), the functions of a personnel department and personnel manger includes recruitment, selection, training and development, job evaluation and formulation of manpower policies in an organization. In view of the critical importance of personnel in the achievement of the objectives of adult literacy programme, in Nigeria therefore, this paper discusses the meaning, procedure of recruitment, selection and placement of adult education in Borno State Nigeria.

## Meaning and Procedure of Recruitment

Recruitment is an important process in the success of any organization particularly in adult education organization. It involves a number of issues. First, there must be determination of the projected number of positions to be filled in an organization. This is on the basis of required number of personnel, needed in the organization.

The personnel department has the support and expertise of employment specialist who assist the recruiting officer with the procedure to ensure that, the management are making wise decision in the recruitment processes. Singer (1990) and Ojo (1998), sees recruitment as a process of actively identifying. Potentially qualified employee and encouraging them to apply for position in the organization. Aminu A.A (1995), stated that the main purpose of recruitment is to provide an organisation with a pool of potentially qualified candidate to select from.

Sheila M. Rioux et al (1999), sees recruitment as the processes of identifying and attracting potential candidates from within and outside the organization to begin evaluating them for future employment. Once candidate are identified, an organization can begin the selection process. This includes collecting, measuring and evaluating informations about the candidates' qualifications for specific positions.

Stuart-Greenfield, (2009), a contributor to the American society for public administration, sees recruitment process as the best way to achieve success of any organization, he further stated that implementing more effective processes to recruit candidates and select the best and the brightest will improve one's ability to meet the organizational human resources needs.

Gomez-Mejia, Balkin and Candy (2004), also described recruitment as the process of generating a pool of qualified candidates for a particular job. The processes involves determining the characteristics required for

effective performance and then measuring applicant on these characteristics. Similarly Olalekan (2006), noted that, the aim of recruitment is to attract qualified job candidates. He further stressed that in order to avoid waste of fund, recruiting efforts should be targeted solely at applicant who have the basic qualification for the job.

Recruitment individuals to fill a particular post within an organization can be done either internally by recruitment within the firm or externally by recruiting people from outside internal recruitment could be done by encouraging the current employees to apply for the positions within the organization, such recruitment gives the staff opportunity to move into firms of more desirable jobs, which may also create further openings that will require to be filled particularly adult education staff who are mostly on part time basis.

According to Carble and Judge (1996), organizations use internal job posting and employee referral to recruit and these relatively easy and inexpensive ways to identify candidates both inside and outside the organization. Internal job posting programme according to them, are also an excellent method of providing promotion opportunities for employees and minimizing employee complains of unfair treatment and discrimination.

Aminu (1995), noted that quite number of potential employees with the ambitions of changing their jobs exist, but with the opportunity that most of the personnel department exploit is attempting to fill the vacant position within the organization, by doing so it will help the organization to utilize their own personnel in filling the vacant positions before recruiting from outside the organization.

The internal sources of recruitment can be done through any of the following:

- (i). Transfer
- (ii). Promotion
- (iii). Recalls from layoff and reorganization of the organizational chart and demotion

Recruitment can also be done through external sources, in this; opening may be advertised on both print and electronic media as well as on the internet.

External source makes it possible to draw a wide range of talent and provide the opportunity to bring new ideas and experience into adult education organization. According to Boone and Kurtz (1984), external recruitment can be done through:

- (i). Unsolicited Application
- (ii). Advertisement
- (iii). Employee Agencies
- (iv). Professional bodies and also through recommendation.

External sources of recruitment are more costly, though the organization may end up with an employee who proves to be effective in practice.

Liberman (1959), Jenskinson and Neave (1980), and Brocke (1997), stressed on the effective recruitment of adult education staff, and further emphasised on the careful control over recruitment should be considered when recruiting adult education personnel.

Similarly all Government of African countries including the Federal Government of Nigeria (2008), stated that recruitment of adult literacy personnel particularly the instructors was imperative in order to boast the moral of adult education staff in all African countries. This is because their target. There for employing the method of recruitment in adult education organization as practiced in other sectors is important.

## **Selection**

Selection is part of the recruitment processes, it involves screening of candidates in order to identify from those coming forward, the individual must likely to fulfil the requirement of the organization. Torrington and Hall (1991), sees selection as one of the most difficult procedure of recruitment due to interest. Similarly Druker (2001), sees selection as the process that represent the final stage of the decision-making in the recruitment process. He further explained that a wide range of technique is available to assist in carrying out selection which include among others, the interview test and references.

Selection as a process of screening of candidate may involves going into records, data sheet and curricula vitae (CV). Testing may be introduced to examine the quality of human resources relevant to perform available jobs or the task.

According to Olulekan (2006), some of the tests usually used in selection of human resource are aptitude test, achievement, vocational interest and personality tests. The final stage of the selection process is what may be called the decision and offer employment. Normally a decision is made to offer employment to the most suitably qualified candidates after completion of the entire screening exercise.

Hogan (1991), noted that selection findings indicate that more organizations with highly effective selection systems experienced higher employee outcomes. He further stated that organization with effective selection system appears better to identify and select employee with right skills and motivation and to succeed in available positions as well as in the organization.

### Placement

Placement is the process of putting people into certain position who have been selected for the job. Once a letter of employment has been given, the next stage is to place the newly recruited staff into their area of specializations. The professional adult education then take over to find out the area of the candidate's skills and knowledge, can be suitable Egunyomi (2000), stressed that what is critical is that newly recruited candidates should be objectively placed in order to get the desire outcome.

Most organizations placed their newly recruited staff on temporary and probationary appointment for a period of time usually for the period of one year, at the end of this period, appointment could be confirm if the performance of the newly recruited staff is satisfactory, this should be applicable in adult education in Nigeria.

### Implications of Recruitments, Selection and Placement in the Management of Adult Education in Born State of Nigeria.

Recruitment, selection and placement are processes that are critical to accomplishment of any organization goals.

Therefore it is important to understand from the beginning that recruitment, selection and placement are activities entrusted to the personnel department of the agency to take the final decision as to which candidates should be employed.

Adult education in Nigeria need professionals in the field of adult education organization, and this can only be done when the qualified personnel are recruited, following the same procedure and practices of recruitment, selection and placement in the other sector or organization.

Policy on adult education learning programme (2003, emphasised on the provision of adequate human and material resources in adult education organization, pointing out that the qualification and commitment of the personnel is important to the success of adult education in Nigeria. This is because employee's talents and qualification always influences the effectiveness of any programme.

Balami and Dibal (1997), also stated that an examination of these policies on mass literacy adult and non-formal education reveals that adequate provision should be made for the recruitment and training of personnel of the various organs of mass literacy delivery in Nigeria. They further stated that the functions of the organs involves in the delivery of mass education in Nigeria are discharged through individual, and that whether these functions are discharged effectively, and the achievement of the objectives of such organs recorded depends on the calibre of personnel who are pooled together and engaged in carrying out the functions assigned to the organs of adult education implementation in Nigeria.

According to them the type of individual recruited to work for the organs and how their professional competence is developed for discharging the responsibilities to the organs will affect the level of success that can be achieved. There is need for employing professional and qualified personnel, for the progress of any adult education programmes depends largely on the personnel being recruited to the services, Wasam (1997).

Adult education organization should therefore determine the type of test that is relevant to the kind of recruitment that will be suitable for the organization so that the right and qualified staff should be recruited and selected to fill the vacant post, so that the goals and objectives of adult education will be achieved, this is because there is no educational programme that can succeed without competent and qualified personnel.

### Methodology

A survey designed was used in this research work. The researcher interviewed 150 Adult literacy instructors 50 each from the three senatorial district of Borno state. These hundred and fifty covers the whole state different centres of the Adult literacy sectors were interviewed in regards to how they rate the performance of these three factors in their sectors as regard to

### Statistical Analysis Rating

Table 1: Performance and Rating of Selection, Recruitment and Placement

Variables	High	Low	Mean	Ranking
Recruitment	540(46.8%)	208(23.9%)	376.5	1 <sup>st</sup>
Selection	364(33.8%)	142(11.9%)	253.4	2 <sup>nd</sup>
Placement	293(30.2%)	213(18.2%)	250.5	3 <sup>rd</sup>
TOTAL	1197	563	880.0	

The table above described the statistical implication of the data collected during this research work. From the statistics, it is clear that frequency, percentage, mean and ranking was used to ascertain which of this practice is having more priority as apply by the administrator of Adult literacy centre in Borno state. From the result, this reveals that majority of the administrators have much interest in recruitment than selection and subsequent placement in the mean as recruitment scored 376.5 with high rating percentage of 46.8% and a rank 1<sup>st</sup>, followed by Selection with mean score of 33.8%, 2<sup>nd</sup> rank and placement has the least in all areas. From

ongoing results, administrators have seems to be the root of some major problems associated with the organization as they pay no much interest in following duly the process of good recruitment, which requires that selection have to be made first before recruitment, and then placement.

Figure 1;

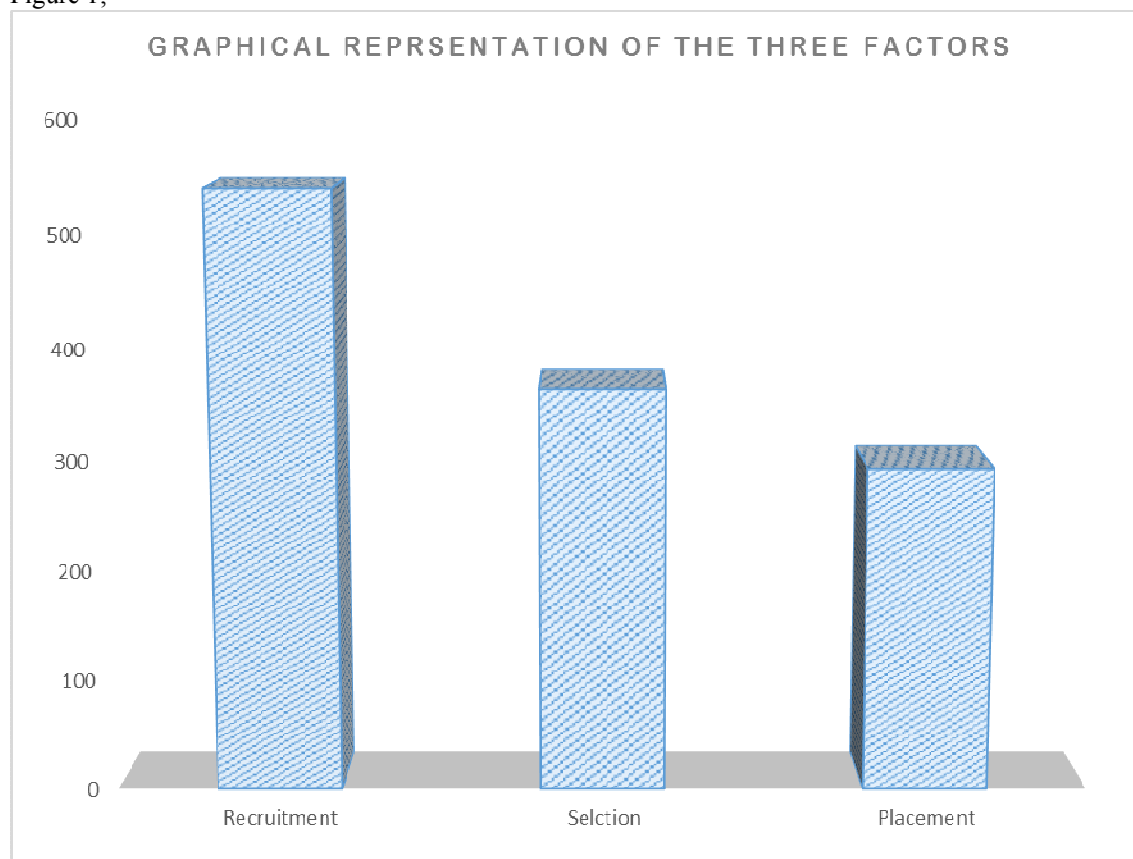


Figure 1 above describes the graphical representation of the nature and behaviour of the data. From the figure it can be seen that recruitment have the highest points then followed by selection and then placement.

### Conclusion

Recruitment, selection and placement are processes that are critical to the accomplishment of any task of any organizations. Appointment of qualified and competent personnel's appointment through the diligent observation of fair and transparent procedure ensure the success of organization. This is because once the procedure of recruitment, selection and placement has been adopted in the sector; it will motivate the adult education employee.

Better recruitment and selection procedure results in improved organizational outcomes. The more effectively organization recruitment and selections of candidates is, the more likely they are to hire and retain effective personnel. Therefore, the starting point to improve adult education is to get qualified and interested staff through competitive fair and objectives recruitment and selection procedure.

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