

14<sup>TH</sup> & 15<sup>TH</sup>  
MARCH  
2023  
VIRTUAL



THEME  
THE COMMENCEMENT OF AICFTA:  
OPPORTUNITIES FOR THE WORK ENVIRONMENT

# IMPERATIVES OF AN EFFECTIVE RECRUITMENT PROCESS AND EMPLOYEE COMMITMENT AMONG NIGERIAN TERTIARY INSTITUTIONS

BY

**OBOH ISAIAH**

DEPARTMENT OF BUSINESS ADMINISTRATION,  
EDO STATE POLYTECHNIC, USEN, EDO STATE, NIGERIA

## Background to the Study

According to Ongori (2007) employee commitment is an effective response to the whole organizational activities both in attachment and loyalty towards organizational goals. It was further described as a **bound** that tires employee as a form of either affective, continuance or normative commitments (Ugboro & Obeng, 2001). It plays vital role in maintaining institutional activities (Kazimoto, 2016); While recruitment is the process of searching and obtaining potential job candidates in sufficient numbers and quality (Weeratunga, 2007).

## Statement of the Problem

Previous studies of employee commitment examined the influence of recruitment and induction processes on employee commitment. These studies are; Jakobosson (2018); and Hilary, Joseph, Martin's and Casmir (2019) investigated the impact of recruitment on employee commitment in higher institutions of learning. Adeyoriyu and Fajebe (2018) examined employee commitment using recruitment and selection as the main determinants. Onyeaghala and Hyacinth (2018) assessed influence of recruitment on employee commitment; Zirra and Ojo (2016) studied the impact of recruitment and selection on employee performance; Okunsanya and Oseji (2016) evaluated the impact of recruitment on commitment; Ikvesi (2010) evaluated effects of recruitment and selection on the efficiency of the public service. Isaiah, Hieu and Chijioke (2021) recruitment process in Nigeria public sector: Perhaps, this study shall examine the effectiveness of recruitment process on employee commitment among tertiary institutions using affective, continuance and normative commitments as propounded by Allen and Meyer (1991)

# Literature Review

- **Stages of Recruitment Process**
  - Pre-recruitment
  - Recruitment
  - Selection
  - Orientation/placement
- **Dimensions of Employee Commitment**
  - Affective
  - Continuance
  - Normative
- **Empirical Review**

# Methodology

The inferential statistics used were (Analysis of the Variance (ANOVA) and Discriminant analysis.

## RESULTS AND DISCUSSION

### *Analysis of Variance for Effective Recruitment Process and Employee Commitment among Nigerian Tertiary Institutions' Workers.*

The table 1.2 presented the result of comparative effectiveness of recruitment process and employee commitment among Nigerian tertiary institutions. The *F*-Statistical value indicates significance since the *p*-value of .000 is less than 0.05 which showed that the  $H_0$  is rejected. The effectiveness of recruitment process on employee commitment is significantly different among Nigerian tertiary institutions.

# Result and Discussion Cont'd

## *Analysis of Variance for Internal and External Recruitment Processes on Employee Commitment*

The ANOVA table 1.3 indicated that the  $F$ -test value showed 76.692 and the  $p$ -value  $.000 < 0.05$  significance level. Since result revealed that  $F$ -test is significant. internal recruitment process is very significant on employee commitment among Nigerian tertiary institutions. The finding from the same ANOVA table also showed that  $F$ -test value of 82.602 and the  $p$ -value  $.000 < 0.05$  level of significance. Thus, external recruitment process is also very significant to employee commitment among Nigerian tertiary institutions.



# Result and Discussion Cont'd

## *Analysis of Variance for Recruitment Process and Employee Commitment Dimensions among Nigerian Universities*

Table 1.4 indicated that the affective commitment has  $F$ -test value of 11.981 and while the  $p$ -value  $.000 < 0.05$  significant value; the continuance commitment has  $F$ -test value of 8.372 and the  $p$ -value  $.000 < 0.5$  level of significant, while for normative commitment  $F$ -test value of 9.396 and  $p$ -value  $.000$  significant level.



# Result and Discussion Cont'd

## *Analysis of Variance for Recruitment Process and Employee Commitment Dimensions among Nigerian Universities*

Table 1.4 indicated that the affective commitment has  $F$ -test value of 11.981 and while the  $p$ -value  $.000 < 0.05$  significant value; the continuance commitment has  $F$ -test value of 8.372 and the  $p$ -value  $.000 < 0.5$  level of significant, while for normative commitment  $F$ -test value of 9.396 and  $p$ -value  $.000$  significant level.

# Result and Discussion Cont'd

## *Nigerian Tertiary Institutions Classification Result*

The result presented in table 1.5 showed the Nigerian tertiary institutions classification of result between Private, State and Federal institutions. The result showed that, the State' 18.8%; Federal 27.8 % and Private 40.9% discriminated higher than State and federal intense of effectiveness in recruitment process .

# Findings

- The effectiveness of recruitment process is significantly different among Nigerian tertiary institutions.
- Thus, the study established that among the both types of recruitment process the external factor has the most significant influence on employee commitment Aminu, Rozita and Sabarani (2018).
- Hence, the affective commitment showed the highest significant effect, followed by normative and continuance commitment respectively.
- It therefore means that the State institutions showed the highest predictor compare to Federal and Private institutions respectively. The result indicated that the classification of the group was 53.4% which showed that the Nigerian tertiary institutions were better classified.

# Conclusion

The study concludes that there is a comparative effect of recruitment process on employee commitment among Nigerian tertiary institutions. It therefore accepted that the effectiveness of recruitment process on employee commitment is significantly different among Nigerian tertiary institutions.

# Recommendation

Based on the findings and conclusion of the study, the researcher recommended that the both types of recruitment processes (internal and external) should be apply principally with administrative principles in order to achieve employee commitment among the Nigerian tertiary institutions.

# Suggestions for further study

This study was an intensive review of the work done by Isaiah, Hieu and Chijioke (2021) as recommendation of further study, in view of empirical examination. Further study should also empirically examine the recruitment process and its employee commitment in both private and public institutions in other geo-political zone in Nigeria or anywhere in the world.

14<sup>TH</sup> & 15<sup>TH</sup>  
MARCH  
2023  
VIRTUAL

  
**CIPM 2<sup>ND</sup>  
INTERNATIONAL  
ACADEMIC  
CONFERENCE**

THEME  
THE COMMENCEMENT OF AICFTA:  
OPPORTUNITIES FOR THE WORK ENVIRONMENT

**Thanks  
for  
LISTEN**