

Staffing Processes on Workers' Retention in Federal Polytechnic Ede, Osun State, Nigeria

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ABSTRACT

The study investigates the influence of staffing processes on workers' retention at the Federal Polytechnic in Ede, Osun State. The study was a survey that employed a descriptive design. Its target population comprises all employees who have spent at least three years at the Federal Polytechnic in Ede, Osun State. A total of 140 respondents were selected for the study using a proportionate stratified random sampling method. A questionnaire format was used to obtain the relevant data. Out of 140 copies of the questionnaires, 127 copies were returned and utilised for the study. The collected data was analysed using Regression Analysis, Pearson Moment Correlation with the aid of the Statistical Package for Social Sciences (SPSS) version 25.0. The findings show that the staffing process (recruitment and selection) significantly influenced workers' retention at the Federal Polytechnic, Ede. Based on the study's findings, it was concluded that the staffing process (recruitment and selection practices) significantly influenced employee retention at the Federal Polytechnic in Ede, Osun State. It was recommended that all applicants be given equal opportunities; favourites and other such things should be avoided while providing a level playing field.

Keywords: Recruitment Process, Selection Process, Employee Retention, Federal Polytechnic, Osun State.

INTRODUCTION

People exist to achieve specific goals and objectives. In today's global business competitive environment, HRM processes like recruiting and selection, training and development, employee motivation, and human capital development are critical organisational survival and performance strategies (Nwachukwu and Chladkova, 2017). Over the years, numerous organisations, including polytechnics, have been experiencing increased accountability for high-quality services (Danson and Omwenga, 2017). Many polytechnics try to provide result-driven, client-centred, and market-based services to help them become more efficient and effective when providing higher education.

Human resource management is crucial in any business organisation (Ekwoaba, Ikeije, & Ufoma, 2015). Recruitment and selection are critical to organisational success and effectiveness. Using a well-designed and managed recruitment and selection process, businesses today can expect to see improved results in the form of competitive business advantage. Choosing the best pool of candidates quickly and cheaply are two ways an organisation can gain a competitive advantage (Kleiman, 2019). As Josee, Kahara, and Karemu noted, 2020 is when recruiting

individuals will begin. To identify and attract talented employees, an organisation will perform an activity (Amin, Ismail, Rasid, Selemanni, 2018). A combination of events increases the length of an employee's tenure with the company (Hendricks, 2006). Therefore, employee retention keeps and retains the best employees for a more extended period (Gupta, 2014).

Retention is a systematic effort to keep high-performing individuals while improving work environments and fostering a high-retention business culture. As a result, the system is more effective and efficient, making it a more attractive place to work (Koech, 2016). Retention is caused by a variety of circumstances, according to studies. Management variables are organisational culture, communication, strategy, competitive salary and benefits, job design, and career development systems.

Retention issues are at the forefront of our future workforce management problems. Successful organisations in the future will blend their organisational behaviour with the current work environment, where future success will require innovation, creativity, and flexibility (Steiss, 2012). This group of individuals' varying values, beliefs, and motivations will need to be reflected in the work environment. When corporate downsizings occur, it is well known that the loss of highly productive employees significantly increases their influence.

The company's most asset is Human Resources (HR). Organisations are technological, but HR needs to keep them running. Competition among organisations has increased due to recent industry advances. This clears many pathways and opportunities in HR's hands. It is not only necessary to manage one's workforce but also to retain them. Securing and retaining a skilled workforce is critical for any organisation because it is critical to remain competitive economically for growth and sustainability. Following the above, the present study is primarily concerned with Federal Polytechnic Ede recruitment and selection practices.

Corruption has significantly affected the hiring and screening process for organisations in Nigeria. A lack of adequate knowledge and inaccurate recruitment and selection methods result in hiring the wrong candidates for job openings. A bad leader can hinder productivity, morale, time-to-market, and finances (McDonald 2013). This is a significant problem because bad hires lead to financial losses for the company in the long term. Storey et al. (2009) cite this, writing that poor recruitment and selection practices can lead to retention problems. This issue impacts both organisations and candidates. The researcher must study current practices in the application and make recommendations to maintain the institution's recruiting and selection principle. Employee retention in Federal Polytechnic Ede is vital, as the staffing process directly influences it.

The broad objective of the study is to examine the influence of the staffing process on workers' retention in the Federal Polytechnic, Ede. However, the specific objectives were to;

1. Ascertain the influence of recruitment process on the workers' retention in Federal Polytechnic Ede.
2. Determine the influence of the selection process on the workers' retention in Federal Polytechnic Ede.

Theoretical Review

The Resource-Based View (RBV) Theory

The RBV theory explains that it is a function of a business's resources and capabilities in acquiring and retaining workers (Penrose, 1959). The Resource-Based View is a commonly accepted theory on integrating social media into public or private recruitment. Using recruitment as a networked model result in employees' attraction and retention (Wanjiku, 2015). Therefore, the RBV theory was used. After all, it aids in recruiting and retaining talented individuals because it explains how a firm can secure a lasting competitive advantage by employing these talents. While important human and intellectual assets are required for firms to compete in their respective markets, human resources play a role in acquiring and retaining these resources (Wernerfelt, 1984).

The Attraction Selection Attrition Theory (ASA)

According to Schneider (1995), a firm is better positioned to handle changes in its operating environment, including opportunities and dangers, if it discovers and recruits the right people with the correct knowledge, abilities, and skills in the correct numbers. According to Edwards (1994), a successful strategy entails obtaining, retaining, and developing resources to the bare minimum. Recruitment is the process of finding competent candidates to fill existing or newly created employment openings. Recruitment, he claims, is critical. According to Schneider (1995), an effective selection strategy should result in a high person-organisation fit and increase employee connection to the company. Employees who are aware of challenging recruiting situations and diligent during the hiring process have higher personal judgement.

Conceptual Review

Recruitment and Selection

Everything affects the number or type of applicants for a position and influences whether an offer will be accepted (Ramki, 2015; Khan, Khan, & Khan, 2017). A company took actions and moves to identify and recruit talented individuals are emphasised throughout the text. Lyeria (2013); Mohammad, Miah, Rahman, and Rahaman (2017) determined that organisations use several strategies or approaches when recruiting and selecting employees who reflect the company's values and culture. The researcher says that the pool of talents is tasked with the management of select individuals. The talent pool is a collection of talented workers, each with a bright future as a senior executive. Companies can have the appropriate or proper individual or individuals for each role, at the appropriate time, in the appropriate location (Kibui, 2015). HR practitioners and academics agree that a company's success depends on effective and efficient hiring, recruitment, and posting employees with extensive and profound sets of needed attitudes, knowledge, core competencies, experiences, and skills (Ofori & Aryeetey, 2011). There is a vital role in talent acquisition and selection in the business sector (Ezeali & Esiagu, 2010; Pradhan, Dash, & Jena, 2017).

Employee Retention

Baruah (2013) described that employee retention involves encouraging and motivating employees to stay or work with the company for a more extended period and helping them stick around and remain employed as a company. Employee retention is a crucial HR function since it involves the long-term development and retention of skilled people, forecasting future organisational needs, and identifying new talent for succession planning (Govaerts, Kyndt, Dochy & Baert, 2011). However, some believe that corporations should pool their resources and cultivate talented employees instead of retention. As a result, they leave the business when it comes time to profit from their investments, especially when it comes to picking up the profits (Poorhosseinzadeh & Subramaniam, 2012). Nevertheless, retention of staff aids in keeping turnover low and increasing efficiency (ChitsazIsfahani & Boustani, 2014). The focus of retention is to keep competent employees in place to prevent losses in efficiency and service delivery (Ng'ethe, Iravo, and Namusonge, 2012). According to Ratna and Chawla (2012), the cost of employee turnover results in a plethora of associated costs for an organisation's bottom line. Also, if an organisation's retention rate is high, it encourages prospective employees to join the company. As a result, more businesses are devoting their efforts to keeping their top employees (Liang, 2013; Rana & Malik, 2017).

Empirical Studies

To see how effective recruitment and selection has on employee retention in SMEs in Nigeria, Agwu and Nwoke (2019) use employee engagement as a link. Descriptive research design with stratified sampling. According to the study findings alone, no significant impact is made on employee retention, but a considerable impact is produced when combined with employee engagement. It is well known that employee engagement influences employee retention. Ekwoaba, Ikeije, and Ufoma (2015) discovered that selection criteria have a significant impact on the performance of an organisation. Therefore, it can be inferred that more unbiased recruitment and selection criteria yield better performance.

The authors studied the impact of recruitment and selection on company performance by surveying employees from an Access Bank branch (Adeyemi, Dumade, and Fadare, 2015). The research highlighted the need for posting job openings, the use of employment agencies, and the importance of employee referrals. It was also discovered that the selection and recruiting process was highly effective. Though this study used a small sample, it cannot represent the entire Access Bank workforce.

Real-world evidence was used to gather information from Zirra, James, and Grace (2017) to assess how employment strategies impact employee performance. The findings conclude that using an employment agency and employee referrals yields skilled and dedicated employees, but community-based recruiting ends up causing organisational inefficiency. This means that companies use employment agencies for recruitment and selection, but they are willing to part with job descriptions and responsibilities.

Tafamel and Akrawah (2019) examine headhunting's effect on retention in the Nigerian banking sector. Zenith Bank collects primary data by administering a structured questionnaire to

employees in Egor, Oredo, and Ikpoba Okha, located in Benin City, Edo State, Nigeria. Stata 13.0 is used to analyse the data. According to the findings, employing a headhunting recruitment strategy has a significant effect on retention and selection.

Chandraseka and Perera (2016) discovered that employee retention is positively correlated with recruitment strategies and recruitment policies. There was, thus, a positive effect of recruitment practices on employee retention in the selected large-scale apparel firms in the Kandy district, and the HR department likely needs to follow suit to improve retention. As for recruitment and selection, studies have shown that merit and organisational retention are crucial elements. This study claims that a poor recruitment and selection strategy selects inappropriate staff, resulting in poor organisational retention. Further, Naveen and Raju (2014) examined recruitment and selection in India. Successful recruitment and selection practices contributed significantly to improved organisational retention.

Mustapha (2013) believed that recruitment and an organisation's development and achievement go hand in hand. Mustaha (2013) said that to achieve this aim, the organisation must adopt recruitment policies that are internally consistent and in step with the organisation's objectives and societal expectations.

METHOD

The descriptive research design was adopted for the study. The survey research design is appropriate for the study because it allows researchers to collect data without modifying any variables of interest in the study. The design also provides an opportunity for an equal chance of participation in the study for the respondents.

This study was conducted at Federal Polytechnic, Ede, Osun State. As at the time of this study, the polytechnic workforce was put at 997. A total of 200 people were expected to respond, accounting for 20% of the workforce. 100 of the population will be drawn from junior workers and 100 also from senior workers. The research instrument that was used for the study was the questionnaire format. The questionnaire was divided into three sections: A, B, and C. Section A were designed to elicit information on the socio-demographic characteristics of respondents. Section A consists of Demographic Information, Section B consists of the Recruitment and Selection Scale, and Section C consists of the employees' retention scale. Staffing process scales were by Doaei (2001). The scales contain items. It consists of items relating to the staffing process.

The response was asked to rate the scale of 10 from Strongly Agree, agree =A, Undecided=U, D = Disagree, SD = Strongly Disagree. The Cronbach alpha for the scale is 0.84. The employee Retention scale was developed by Eisenberger (1986). It consisted of (10) items to assess levels of employee retention. All items are scored on a 5-5-point Likert scale ranging from (1) "Strongly Disagree" to (5) "Strongly Agree." The coefficient for the scale was 0.89 on Cronbach alpha. The authors produced and administered 200 copies of the questionnaire to the respondents, and 150 questionnaires were retrieved. The authors visited the federal polytechnic Ede, Osun State. The administration of the questionnaire lasted for three weeks for easy coverage of the selected institution. Descriptive statistics were used to analyse the socio-demographic information of the

respondents, while inferential statistics were used to test the hypotheses. The hypotheses were tested at a 0.05 level of significance.

RESULT AND DISCUSSION

This section focuses on presenting the results of the study and the data analysed for the study. It consists of the respondents' socio-demographic characteristics, different tables that show the test of hypotheses, and a discussion of findings.

Table 1: Presentation of Socio-Demographic Characteristics of the Respondents

S/N	Variable	Category	Frequency	Percentage
1	Gender	Male	35	27.6
		Female	92	72.4
		Total	127	100.0
2	Age	26-35 years	42	33.1
		35-45 years	54	42.5
		Above 46 years	31	24.4
		Total	127	100.0
3	Marital Status	Single	7	5.5
		Married	119	93.7
		Divorced/Widowed	1	.8
		Total	127	100.0
4	Educational Qualification	OND/NCE	55	43.3
		HND/BSC	52	40.9
		MSC	16	12.6
		OTHERS	4	3.2
		Total	127	100.0
5	Categories of Staff	Academic Staff	51	40.2
		Non-academic Staff	76	59.8
		Total	127	100.0
6	Duration of Services	0-10 Years	26	20.5
		11-20 Years	64	50.4
		21-30 Years	24	18.9
		31 years and above	13	10.2
		Total	127	100.0

Source: Author’s Fieldwork (2021)

Table 1 shows that 35 of the 127 respondents are male, accounting for 27.6% of the total respondents, while 92 of the 127 respondents are female, accounting for 72.4% of the total respondents. Thus, it implies that there are more female than male respondents in the research study. Also, 42 (33.1%) of the respondents are between the age of 26-35 years, 54 out of 127 respondents are between the age of 35-45 years, and this constitutes 42.5% of the total respondents while 31 out of 127 respondents are above 46 years and thus represent 24.4% of the total respondents. Therefore, the findings show more respondents between the ages of 35-45 years in the research study.

It indicated that 7 people (or 5.5% of the total respondents) are single, 119 people (or 93.7% of the total respondents) are married, and 1 person (or 0.8% of the total respondents) is divorced or widowed. Thus, it was discovered that married respondents are in the majority. Furthermore, 55 respondents have OND/NCE qualifications, and this gives 43.3% of whole respondents, 52 respondents have HND/B.Sc. Qualification, and this gives 40.9% of the total respondents. However, 16 respondents have a master’s degree, accounting for 12.6% of all respondents, while 4 respondents have other qualifications, accounting for 3.2%. Therefore, the study revealed that having OND/NCE qualifications is more in the research study.

The table also shows the distribution of the respondents by Category of Staff. 51 (40.2%) of the academic staff participated in the study, while 76 (59.8%) of the non-academic staff of non-academic staff participated. This means that non-academic staff participated more than academic staff. Finally, 6 (20.5%) of the respondents have less than 10 years’ duration of services. On the other hand, 64 (50.4%) have 11-20 years of duration of services, 24 (18.9%) have 21-30 years of duration of services, while 13 (10.2%) of the respondents have spent 31 years and above in the organisation. Therefore, it implies that most of the respondents have spent 11-20 years in the organisation.

Correlational Analysis

Table 2: Overall Pearson Correlation Matrix

		RP	SP	WR
Recruitment Practices (RP)	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	127		
Selection Practices (SP)	Pearson Correlation	.955**	1	
	Sig. (2-tailed)	.000		
	N	127	127	
Workers’ Retention (WR)	Pearson Correlation	.971**	.952**	1
	Sig. (2-tailed)	.000	.000	
	N	127	127	127

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson Moment Correlations were conducted to determine if recruitment practices correlate with the workers' retention. A two-tailed test of significance reported that there was a significant positive relationship between recruitment practices and workers' retention ($r(127) = .955^{**}$, $p < .01$). Also, a similar two-tailed test of significance indicated that selection practices had a significant positive relationship with workers' retention ($r(127) = .971^{**}$, $p < .01$). Thus, it was concluded that the staffing process (recruitment and selection practices) correlate with worker retention in Federal Polytechnic Ede, Osun State, Nigeria.

Multiple Regression Analysis

The multiple regression analysis was conducted to empirically determine the influence of the staffing process (recruitment and selection) on workers' retention in Federal Polytechnic Ede, Osun State.

Table 3: Regresion Analysis
Dependent Variable: *Workers' Retention*

R = .974					
R ² = .949					
F = 1161.791					
Sig = .000					
Model	β_i	Std. Error	Beta	t	Sig.
(Constant)	4.086	.836		4.890	.000
Recruitment Practice	.667	.065	.703	10.321	.000
Selection Practice	.222	.054	.281	4.127	.000

The results show that staffing (recruitment and selection practices) can explain 94.9% of workers' retention. However, with $F(2,124) = 1161.791$, $p < 0.005$; with an R^2 of .949. it was concluded that the staffing process would significantly influence workers' retention in Federal Polytechnic Ede, Osun State. Also, the coefficients of independent variables were presented in the table above. The results show that recruitment practice had coefficients $\beta = 0.667$, $t = 10.321$, $p = 0.000 < \alpha = 0.05$, indicating significant influence of recruitment practice on workers' retention. Selection practice also showed a significant influence on workers' retention with coefficients $\beta = 0.222$, $t = 4.127$, $p = 0.000 < \alpha = 0.05$.

Hypotheses Testing

The objective was to examine the influence of the staffing process on the workers' retention in Federal Polytechnic Ede, Osun State. Hypotheses formulated for the study were conducted using the multiple regression results in Table 4.

The first hypothesis tested was:

H₀₁: Recruitment practices significantly influence workers' retention in Federal Polytechnic Ede.

Table 4 was used to perform multiple regression and concluded the p-value. However, hypothesis one is rejected, as the t-statistic of 10.321 is larger than the critical t-statistic of 1.96. Thus, the null hypothesis was rejected since there was enough evidence against it. The results show that recruitment practices have a significant impact on federal polytechnic education employees' retention.

According to Chandrasekara and Perera (2016), there is a strong positive association between recruitment procedures and staff retention in Kandy district-based garment enterprises. This finding was backed by Penrose's resource-based hypothesis (1959). RBV investigates how employees may assist firms in achieving better results and retaining great talent. Human resource recruitment and selection have a good link with employee retention, according to Gikera, Karemu, and Joswain (2014). Odunayo's research focused on staff retention, which was in line with the conclusions of the study. They were all in agreement with the findings (2017). They discovered that using an employment agency and internal employee recommendations during the recruitment/selection process improves organisational efficiency. However, relying on community influence causes inefficiency.

H₀₂: Selection practices significantly influence workers' retention in Federal Polytechnic Ede.

The hypothesis was tested using multiple regression, as shown in table 4, and the p-value was calculated. On the other hand, hypothesis two is ruled out because the t-statistic of 4.127 is higher than the critical t-statistic of 1.96. As a result, the null hypothesis was rejected because there was sufficient evidence against it. As a result, the study concluded that selection practices significantly impact worker retention at Federal Polytechnic Ede.

The outcomes of this study substantiate Alleyne (2012), Boxall and Haesli (2005), and Mbugua (2015) statements that good selection processes must be linked to staff retention. In India, Naveen and Raju (2014) conducted a recruitment and selection study. Effective recruitment and selection methods have a considerable impact on organisational retention, according to the study. Furthermore, according to Ekwoaba, Ikeije, and Ufoma (2015), recruiting and selection criteria substantially impact an organisation's performance. The more objective the recruitment and selection criteria are, the better the organisation's performance.

CONCLUSION

The purpose of this study was to see how the hiring process at Federal Polytechnic Ede in Osun State affected employee retention. Based on the above analysis and discussion, several important conclusions can be drawn from this study. First, the two aspects of the hiring process (recruitment and selection) have been studied separately, and a distinction was made. Recruitment and selection practices, according to the findings, had a significant impact on employee retention.

Employee recruitment and selection determine a large part of an organisation's performance, and it is critical if the organisation is to meet its goals.

1. The researchers made the following recommendations on improving recruitment and selection practices at Federal Polytechnic Ede, Osun State, based on the research findings and one of the work's goals.
2. The following recommendations were made to help improve these practices after the analysis revealed that Federal Polytechnic Ede has policies and practices for employee recruitment and selection: the recruiting and selection procedure should be strictly followed to ensure that the college is provided with the best employees possible. To help select the best employees for the college, educational or academic qualifications, experience, and interviews are all used.
3. Furthermore, all applicants must be treated equally; favouritism must be avoided while everyone is given a chance. Employee referrals are a good idea, but they should be used with caution because they can lead to favouritism and, in some cases, the hiring of people who do not add much to the organisation's output.
4. Furthermore, in the selection and recruitment process, complete qualifications should be emphasised and linked to the job, as most qualifications do not relate to the job.

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