

# **ASSESSMENT OF RECRUITMENT PRACTICE ON ORGANISATION PERFORMANCE: EMPIRICAL STUDY OF HOSPITALITY BUSINESSES IN ABUJA**

*Ofobruku Sylvester Abomesh*

Tourism and Hospitality Services

*Iheabunike Okafor Blessing C.*

National Institute for Hospitality and Tourism

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## **Abstract**

This study assesses the impact of recruitment practices on the organisation performance in the hospitality industry in Abuja. The effectiveness of recruitment practices in the process of procurement of the most suitable employee that would enable hospitality business to achieve her organisational objectives is pertinent to this research study. The present inability of hospitality business to attract and engage best suitable employee with the right knowledge skills and altitude to steer the day to day operation of the business, high turnover of hospitality employee and how best recruitment practices can impact positively on organisation performance in the hospitality industry is the major focus of this research. The hospitality business fall into three major categories of hospitality business grading (five star, three star, and one star) by the Nigeria tourism development corporation. Data were collected from twelve hospitality organizational units cutting across directors, managers, and supervisors, through a survey questionnaire carried out in hospitality facilities made of four numbers each of the three different grade of the hospitality industry in Nigeria (five star, three, one). Data gathered were analysed using weighted mean factor. The study recommended that for hospitality business to be successful it must adhere to keeping good staff, gain employee and guest/customers loyalty that improve their market share, this can be achieved through the employment of best practice in employee recruitment.

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**Keywords:** Recruitment, Performance, Hospitality, Organisation

## **1. Introduction**

Several key human resources management practices have been employed in recent times by different hospitality business and organization in Abuja due to growing awareness of the key importance of the role played by employees in the success of all business. The efficiency and effectiveness of business depends largely on the human resources employed by an organization. The availability of competent and efficient labour force does not happen by gambling but through an articulated recruitment exercise (Peretomode and Premotomede, 2001). Hospitality business goes beyond just the sales of products, as such product market based competitive advantages are inadequate to guarantee business success in the hospitality industry, due to the fact that hospitality products are based on the sales of combinations of provision of physiological and psychological products to their customer (Ofobruku 2013).

Underlying the achievement of very successful business and products are the strong presence of the acquisition and development of strong and efficient pools of skilled employees, these have necessitated the inclusion of skill-based competition in most industries (Klein, Egbe and Kass 1991), again it is worthy of note that from most of the recent studies and experiences, rest on employee as instrument to the organizational effectiveness as it involves the competence used skills of employee that will influence or secure organization investment in human and material capital (Mangham and Silver 1990). Based on the above the need to identify employee skills that underpin hospitality organization performance cannot be overemphasized, if those underlying skill, knowledge and attitude have been identified, recruitment and selection process becomes presently the only known way to ensure that applicant with the requisite skills and qualities are successfully attracted to the hospitality business or organizations.

The hospitality industry requires qualified and competent human resources to steer the day to day operations of the hospitality business in order to achieve the organization's objective. The process of recruiting employees is pertinent to the success of business as such needs great attention. The business of hospitality is people based hence, the desire of hospitality organization to attract quality manpower to their business so as to achieve the organization objectives through optimum performance of the work force directed towards achieving organization goals, therefore hospitality business should consider putting in place recruitment policies that will attract qualified and quality manpower to the industry that we are capable to assist various hospitality business to achieve their organization objective.

In order to grow the hospitality industry in Nigeria federal capital territory, there is therefore urgent need to assess how recruitment practices

impacts on employee performance in the hospitality industry in Abuja-Nigeria so as to determine the suitable recruitment practices that ensure positive effect on employee performance in the industry, more so identify the recruitment practices that have negative contributions to the performance of hospitality business.



**FIG.1 DIAGRAM OF THE STUDY AREA**

Research Hypothesis:

The hypothesis that guided this study is:

H<sub>0</sub>: recruitment practice have no significant on organisation performance in the hospitality industry

## **2. Conceptual framework**

Recruitment has been defined by scholar and human resources professional in different ways. Literature on employee recruitment cut across several decade, starting from as early as the empirical papers by Malm in 1954 and 1955, major research started rolling in from the middle 1960s with seminal work by Rees (1966), Rees and Schultz (1970), and Granovetter (1995). According to (Eze 2002) Recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Costello (2006) define recruitment as set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest. Further more in (2007) the chartered institute of personnel management of Nigeria (CIPM) 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 organization by making them aware that such vacancies exist. Another scholar Jovanovic (2004) augured that recruitment is a process of attracting a great pool of high quality applicants so as to select the best among them. Another scholar Omale (1992) in “past practice in personnel management in the Nigeria civil service: issues and procedures” detained recruitment as “the process which starts from getting an applicant interested enough in a job and in a particular organization to write an application and the process stops when his application has been received in the organization.

Judging from the above various definition of recruitment as given by professional and scholars, it is apparent that recruitment borders or deals with the plan advertisement of exiting vacant position in an organization in order to wool or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization based on the above recruitment is a very specialized field in Human Resources practices as it involves techniques that will adequately identify the pool of skilled and quality applicants. The method that must be employed to communicate the vacate position to them (applicant) and the expertise to influence them to send application to the organization. Cole (2005) made the subject study of recruitment very clear as has started that “the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organization.

Since all organization in other to achieve her objectives will require qualified manpower employee at one point or the other to actualize the organization goals, than the process of recruitment becomes sacrosanct in achieving organization objective and goals, apparently success is achieved

through attracting the quality applicant to fill vacant position in the organization. Omale (1992) in his definition of recruitment postulated that “Thus, recruitment is a salesmanship which organizations do for themselves and various jobs they have for filling”. After the need for manpower or staff have been identified and established through human resources process in the organization, what follow immediately are the recruitment functions.

The above imply that for any industry to be able to attract quality employee they must have good image, reputation from the public to be able to pull the required number of qualified applicant to the industry, as a lot many qualified applicant may not be interested to give their services to a disreputable organization with a poor public image. Recruitment involves salesmanship of an organization in the job market, recruitment an on going process in an organization life circle in other for the organization to achieve her objective.

Odiome (1984) postulated that the quality of recruitment practices put in place by an organisation is a function of the quantity of application that will be received, more so he stated further that the relative effectiveness of the next human resources phase (selection) is inherently dependent upon the quality of applicant attracted. Further more, Smith and Robertson (1993) agreed with the above assertion by stating that the more effectively the recruitment phase is implemented and carried out, the easier and accurate the selection process becomes in making decisions on which applicant to select. Odiome (1984) further stated that the result of effective recruitment and selection are the reduction on labour turnover, good employee moral and improves organisation performance.

### **Hospitality Industry in Nigeria**

The colonial master introduce hospitality industry in Nigeria by the establishment of catering guest houses in 1920s (Nigeria Railway Caterers Ltd.) and other catering guest houses across the country in the 1950s marked the beginning of what turned out in the later years to form the genesis of formal hospitality business in Nigeria (Ofobruku, 2013). The early hotels in Nigeria were owned by government.

The importance of the growth and development in number and quality of hospitality business in Nigeria cannot be over emphasized based on the central role of hotels, and other hospitality outfit played in the development of the tourism industry of a nation. Hospitality business account for about 50% of the tourism expenditure and the availability of comfortable and safe accommodation constitutes a central point in a tourist’s decision to visit a particular destination. It is for these reasons that countries around the world are expanding and adapting their hospitality enterprises to satisfy the “home away from home” market in the tourism business.

Hospitality industry is the industry which provides accommodation, feeding and welfare needs for travellers or strangers (tourists) staying temporarily in a location or during visits to a location, when they are away from their homes. Hospitality industry is concerned with the provision of food and housing, offering entertainment, providing myriad of services and meeting other needs and profit making. Hospitality then includes hotels and restaurants that offer shelter/food or both to people away from their homes (Powers, 1992).

The word “hospitality” is an English version of the Latin noun *hospitium* or *hospitalitas* which stems from “*hospes*” meaning both host and guest. Hospitality refers to both host and guest brought together in a mutual relationship, and is concerned with the warm welcoming of strangers (guests). Hospitality could also be seen as courteous and generous reception given to guests or strangers; from the above definition, hospitality then infers that the business of hospitality most include service. Service is a function of all the actions and reactions customers perceive they have legally purchased. In hospitality, service is performed for the guest by the employee. In most case, it is intangible and the guest and worker are both part of that transaction (Okoli, 2007).

The accommodation and food services sector makes up approximately 80 percent of all the employment in tourism business in Nigeria. With the hospitality industry’s growth rate increasing, the challenge of finding good employees, especially with the right competence and skill becomes priority. The hospitality industry has drawn heavily from the youth labour pool to meet their work force needs, but in recent years, the industry has been left with an insufficient pipeline of new workers to satisfy demand. Faced with a shrinking pipeline of workers, the hospitality industry is increasing its recruitment efforts towards youths and developing targeted strategies for previously untapped labour pool. High turnover is a key challenge in the hospitality industry. The restaurant, hotel and lodging sector have difficulty retaining skilled workers because of the negative image that the industry faces. Employers have difficulty finding workers who possess basic ‘soft skills’ which are often a prerequisite for success in a customer service oriented field. Sources: U.S. Bureau of Labour Statistics, (2006) Career Guide to Industries.

### **Theoretical framework**

Various theoretical thought on organizational performance as presented by different scholars are abound. The goal theory (Latham and Locke, 1979), structural contingency theory (Burns and Stalker, 1961; Neal and Hesketh, 2001), and decision-making theory is associated with scholars like Simon (1945), Mintzberg (1973), and Iyayi (2002). This study has its

theoretical based laid on the decision making theory as its analytical framework. The important of the theory rest on the identification of the importance of decisions in organizations in the area of who to recruit, the strategies to be adopted for the recruitment and how the workforce is prepare for performance. The decision-making theory championed by scholars like Simon (1945), Mintzberg (1973), and Iyayi (2002). The doctrine of decision-making in most organization rest on the believed that key decisions are necessary to facilitate the smooth running of organizations in there desire to achieve organisational performance. The scholars argued that decisions are selection of the proposed course of action (Butler, 1992; Iyayi, 2002). These courses of actions are geared towards achieving the objectives for which the organizations are created for. This doctrine is sacrosanct to this research study, as the need for increase performance in the hospitality organisation becomes paramount. Decisions on whom to recruit, when to carry out the recruitment and the strategies to implement to encourage qualify employees for pick performance is an important decisions an organization would have to make if it must achieve its goals. (Tonwe, 1994) argued that decision-making theory has a major weakness for the fact that it is almost impossible to identify and evaluate all possible alternatives open for a particular action before decisions are taken, because time and resources may be a constraint in identifying and evaluating all possible options for decisions.

It is important to emphasise that the decision-making theory is employed in this study because it identifies the importance of decisions marking to success of business organizations, as instrument for achieving objectives and tool for improvement of performance.

## **Methodology**

As Bryman (1988) postulated that, the aggregation of knowledge almost always follows two paradigms (1) quantitative (positivist), (2) qualitative (interpretive) approaches. Recruitment investigation has a very broad outlook overlapping several academic disciplines from the management to the social sciences.

A survey questionnaire was employed in this study, because it was well suited to the descriptive and correlative nature of recruitment investigation study, the questionnaire collected quantitative data of 150 persons from the hospitality industry (five star, three star and one star) randomly selected from those who agreed to participate in the research, but only 109 completed questionnaires were returned, and 9 questionnaires were discarded as incomplete. The data collected were useful in measuring the identified variables and testing the specified hypothesis (Nachmias and Nachmias, 2009) of the study, most of the data generated from the

questionnaire survey were ordinal in nature (responses were mainly ratings measured on the Likert scale).

### Discussion and result

A total of 150 questionnaires were administered to stakeholders in hospitality industry, as research instrument to collect primary data from the respondents and 109 questionnaires were returned out of which 9 were invalid (not properly filled) leaving a total amount of 100 questionnaires as 66.7% effective response rate.

**Table A**

H<sub>0</sub>: recruitment practices have no significant on employees' performance in the hospitality industry

S/N	recruitment effect on employee performance assigned weights	SA	A	UD	D	SD	TOTAL
		5	4	3	2	1	
1	Recruitment practice count on hospitality business performance	43	55	2	-	-	100
2	Recruitment practice are apply able in hospitality business	35	60	3	2	-	100
3	Recruitment practice plays significant role hospitality business performance	30	67	2	1	-	100
4	Recruitment practice can reduce risk in hospitality business	30	67	2	1	-	100
5	No successful operations without appropriate Recruitment practice	27	70	3	-	-	100
6	Recruitment practice used to boost hospitality business performance	25	75	-	-	-	100
7	Recruitment practice can increase gain in Hospitality business	40	56	2	2	-	100
8	Recruitment practice, economic benefit outweighs cost	29	61	5	2	3	100

From the response of the respondents regarding **section A**, the likert 5 point scale where analyzed with the assumption that the scale is linear, of equal intervals and follows an approximately normal curve, an average distribution of values or weights assigned to the scales 5,4,3,2 and 1 to represent strongly agree (SA), Agree (A), undecided (UD), Disagree (D) and strongly disagree (SD) respectively. The weighted average method will be applied to ascertain the mean weighted value for each of the scale and subjected to inferential statistical test.

### Test Of Hypotheses

The hypothesis will be analyzed from respondent's opinion in section B of the questionnaire. The likert 5 point scale is analyzed with the

assumption that the scale is linear. Weights (1, 2, 3,4and5) are assigned to the various element of the scale according to the order of influence or agreement with the questions. The simple weighted average are calculated for each of the elements and total average are calculated for each of the elements and total average subject to a normal distribution test with a normal curve centre about mean( $\mu$ ) of 3 and variance( $\sigma^2$ )of 2.

$$\mu = \sum x/n = (1+2+3+4+5)/5=3; \sigma^2 = \sum(x - \mu)^2/n = \sum(x - 3)^2/n = 2$$

Table B

S/n	recruitment effect on employee performance assigned weights	SA	A	UD	D	SD	Total
			4	3	2	1	
1	Recruitment practice count on hospitality business performance	43	55	2	-	-	100
2	Recruitment practice are apply able in hospitality business	35	60	3	2	-	100
3	Recruitment practice plays significant role hospitality business performance	30	67	2	1	-	100
4	Recruitment practice can reduce risk in hospitality business	27	70	3	-	-	100
5	No successful operations without appropriate Recruitment practice	35	65	-	-	-	100
6	Recruitment practice used to boost hospitality business performance	25	77.5	-	-	-	100
7	Recruitment practice can increase gain in Hospitality business	40	56	2	2	-	100
8	Recruitment practice, economic benefit outweighs cost	29	61	5	2	3	100
	Total	264	509	17	7	3	800
	Proportions	.335	.636	.021	.008	.008	1
	Weights	5	4	3	2	1	

Weighted mean factor=  $\sum_{i=1}^n \omega_i X_i$ , where  $w_i = (w_1+w_2, \dots, w_n)$ ,  
 $\sum_{i=1}^n \omega_i$  are nonnegative

The weighted mean factor (wf) is 4.3 which will be subjected to test about the average ( $\mu=3$ ). If the weighted factor is significantly different from the average  $\mu$ , it then implies that the alternative hypothesis ( $H_1$ ) will be accepted and we will then conclude that the recruitment practice have impact on the hospitality business performance.

$$\frac{t_{cal}=(x-\mu)}{\sigma/\sqrt{n}} \mu=3, \sigma=\sqrt{2}, n=8 \text{ and } x= wf=4.3$$

$T_{cal}$  is 2.6 while  $t_{tab}$  at 5% level of significant is 3.336 in the t-distribution table (one-tailed test). Since  $t_{cal} = 2.6$  fall within the accepted region, the alternative hypothesis will be accepted and will have to reject the null hypothesis. Base on the above, the finding show clearly that there is a

significant different between the two mean. The above showed and affirm therefore that recruitment practice have impact on the hospitality business.

### **Conclusion:**

The pivot of any group, organization or business is the type of manpower recruited to help achieve the business or organisational goals. Human resources are the critical element which harnesses other resources for organisational and business success or effectiveness. This research analysed the effect of employee recruitment in the hospitality business with particular attention on how recruitment affects organisation performance in the hospitality industry, in Abuja-Nigeria. The study concluded that recruitment do have significant effects on the performance of hospitality business, therefore recruitment practices should be carry out with the most efficient and effective manner for ultimatum performance in hospitality industry, it is important to note that recruitment practice has high degree of positive influence on hospitality business that can produce success and positive result for the sector.

### **Recommendations**

This research study will not be complete without the recommendation of the research. The Tourism industry in Nigeria and of the world, have been witnessing positive transformation and professionalism in this past years. It is therefore necessary for the entire hospitality sector in Nigeria to adopt appropriate recruitment style to simultaneous expand the quality of employees so as to improve the development of the hospitality industry this could only be achieved by employing most suitable recruitment style that will attract the right quantity and quality manpower into the hospitality industry in Abuja, that will enhance the operations, continuity of existing hospitality business and the development of the sector positively to embrace best practice in the provision of services by hospitality and tourism employees to guest/customers, host community, and shareholder/investor. It is very important to note that the various recruitment styles should be assessed by the hospitality industry and the relevance methods adopted in the appropriate mix.

### **Suggestions for further research**

Considering the fact that recruitment is a complex practice. Further research can be made by enlarging the research sample size and more stakeholders involve for interview so as to form a basis to adjudge the recruitment style that have the highest positive impact in whole hospitality industry.

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