Impact of Recruitment and Character through Organizational Leadership

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Abstract

An organization that tends to grow faster today must devise a means of enhancing its goals and objectives. Goals and objectives could only be achieved in an organization of workers who are employed and subordinate relate with the leaders. This relationship could be achieved through the employment of good and qualified workers in an organization. Therefore, this paper examines the impact of recruitment and character through organizational leadership. It also indicates that advertising of job vacancies to the general public, the use of employment agents and employee referrals are mostly the methods for recruitment in an organization. It was also realized that the method used in the recruitment and character process will be very effective and moreover help improve organizational leadership. The study revealed that recruitment and character are also characterized by lots of challenges. The study recommends that leadership style, such as Democratic Leadership styles, help in creating resources through organizational leadership, where employees must be appraised constantly to ensure that they improve upon their performance.

Introduction

One of the major challenges confronting many organizations, including the educational system, is the absence of effective management at the helm of affairs. According to Stoner (2012), the difference between a successful organization and an unsuccessful one is the presence of effective and dynamic leadership. But leadership is a two-way phenomenon constituted of both the leaders and the followers. Hence, for an effective leadership and management structure,

equally corresponding followership and employee structure is imperative, this is because the success of any organization is not unilaterally dependent on management but also the employees whose behaviour and interest must be managed.

Thus, effective management together at achieving organizational goals must be anchored on the management-employee relationship and policies must follow the direction or ethical human behaviour, which provides room for guiding, and directing employees, where the reasons for ethical human behavior is established and policies are drawn along the line of applying these behavioral needs for effective production and service delivery, then management can strategically motivate employees to be productive, visionary, resourceful and creative in the organization. Impact of recruitment and character through organizational leadership is a cardinal problem in management, which requires proper handling because, whether profit or service oriented, they are designed to work towards the achievement of the organizational goals. Therefore, recruitment, which is synonymous with an appeal that a job offers employees with its intangible force that propels, directs and sustains behaviours to attain some organizational goals, must be given top priority. The management can strategically recruit employees based on such reasons.

Central to the position established above is the need for recruitment in organizational leadership setting, and this need is centrally the function of management, interestingly, the term recruitment is seen as a "positive process of generating a pool of candidates by reaching out the right audience, suitable to fill the vacancy" (Leopold, 2002), on the other hand, he stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin. Recruitment is a planned managerial process which stimulates people to work to the best of their capabilities by providing them with motives, which are based on their unfulfilled needs. In the words of Leopold (2002). Recruitment process in an organization-specific-sourcing model that aims to find the right fit for the right job at the right time.

Thus, for an organization to achieve it stated objectives through recruitment and character of those who create resources, leadership in such organization must be saddled with the responsibility of creating a conducive atmosphere and to maintain a balance that is vital for the attachment of set goals through the contribution and commitment of all employees of the organization.

Conceptual Clarification

a. Concept of Recruitment
Many opinions have been adduced to explain the meaning of recruitment, which starts with planning that, involves analyzing and describing job specifications, qualifications, experience, and skills required to fill the open position. Simply put, Recruitment is the process of sourcing, attracting, shortlisting, interviewing, signing, hiring and onboarding new employees to your organization. It's the entire process governing how talent finds your brand, gets to know it through experience in an organization. Generally, people can be intrinsically or extrinsically motivated in the recruitment process in an organization. Workers derive joy in being part of

the organization and enjoy a sense of accomplishment and achievement from contributing to organizational goal. Extrinsically, workers exhibit work behaviour that would attract material and social rewards or avoid punishment.

b. Concept of Organization

Organization is a social system where people gather for interaction with the sole aim of solving their individual and collective problems. The creation of any organization, therefore, starts with the coming together, relationships emerge, both formal and informal, objectives are formulated and usually leads to the functioning and direction of the organizations. The formulation of objectives usually leads to specific duties which an individual must perform, either at the individual or group levels, to achieve stated objectives. As people perform their respective duties, authority structures and responsibility emanate as part of the relationship to enable the orderly existence within the entity called the organization. An organization can therefore be defined in the context of this study as the coming together of two or more people who work independently, guided by defined or undefined authority structures to accomplish mutual objectives or goals.

Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. In other words, organization is an instrument for achieving organizational goals. The work of each person is defined, and authority and responsibility are fixed for accomplishing the same. Wheeler (2001) opined that organization is the structural framework of duties and responsibilities required of personnel in performing various functions within the company. It is essentially a blueprint for action resulting in a mechanism for carrying out functions to achieve the goals set by company leadership. In Wheeler's view, organization is a process of fixing the duties and responsibilities of persons in an enterprise so that business goals are achieved.

Sources of Recruitment

Many employees use a variety of recruitment sources. Different recruitment sources reach applicant groups that may differ in characteristics such as motivation or perceived job mobility. The source of employee can be classified into two: internal & external. Besides the recruitment source is closely linked to the organizational activities as the performance of employee turnover, employee satisfaction, employee wishes and the commitment of the organization.

a. Internal sources of recruitment: Internal sources mean hiring people from within the organization to fill a position. An organization can hire internal candidates through job postings or rehiring former employees, through succession planning, through the internet, advertising, employment agencies and other alternative staffing method.

Promotions: It is another internal source of recruitment, which means to change position with higher prestige, responsibilities, compensation and other facilities. Basically the higher position may be filled up through giving promotions of the qualified employees.

Transfers: Transfers mean to shift an employee from their present job to another similar job. Here, there is no change rank, responsibility, prestige and other types of facilities.

Job posting: In this case, the organization communicates with public for vacant position that it wishes to fill. Also it is an encouraging system of applicants to apply in vacant position.

Former Employee: A former employee is another source of internal recruitment, where the retired employee may be willing to come back to work in the organization.

b. External sources: It is the attraction process of an applicant from outside a particular organization to fill a vacant position. According to Bardwell and Brown, the external sources of recruitment are as follows:

Advertisement: It is the most common method or source of extended recruitment. The organization companies publish their advertisement through electronic print media and other social networks.

E-Recruitment: E-recruitment also known as online recruitment, through this system, the organization can easily hire their respected personnel for work.

Employment Agencies: Employment agencies, sometimes referred to as labour brokers, can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled.

Labour Office: Labour offices are the source of certain types of workers. Unions can also work as an employer's advantage through accommodating staffing programs, as they do in the building and printing industries.

Radio and Television: It is very effective to reach individuals who are actively seeking employment. However, these ads are expensive, but it works passionately for some job seekers and employees.

Challenges of Recruitment

According to Kaplan and Norton (2004), a common problem in recruitment and selection is poor Human Resources Performance. This is particularly so with the recruitment, selection policies and character. The key goal of Human Resource Performance is to get the right number of people with the right skills, experience and competences in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents, auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time, past research shows that the competency level of Human Resource manager has a major influence on recruitment and selection are possible only if there is dedicated and competent Human Resource.

Effectively conducting a job analysis and targeting the right potential candidate ensures a good match between applicants and the job. It has been argued that underqualified employees may not be able to effectively perform their job positions due to a lack of knowledge and competencies, while on the other hand, qualified employees tend to experience less job satisfaction due to their higher qualification than the desired level for a given job. For every job in the organization, a thorough job analysis, which includes the job description and job specification, if necessary, based on this, appropriate selection criteria are vital. The job description provides induction of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitude, as well as skills and knowledge required for the job (Johnson 2007).

Recruitment may be conducted internally through the promotion and transfer of existing personnel or referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are low-cost-per in a way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants, advertising vacancies in newspapers, magazines and journals, and the visual media; using employment agencies to head; advertising online via the internet; or through job fairs and the use of college recruitment.

Importance of Recruitment

The recruitment process and character identification are the major functions of the human resource department. The recruitment process is the first step towards creating competitive strength and strategic advantages for the organizational leadership. In today's rapidly changing business environment, a well-defined recruitment policy is necessary for organizations to report their human resource requirements on time. Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place (Petts 2007).

1. Determines the present & future requirement: The recruitment process assists a company or organization in evaluating its present and future staffing requirements, it conducts a methodical examination of company operation to determine the right number of recruits necessary.

2. Prevents Disruption of Business Activities: The process of recruitment ensures that the daily activities of your organization are carried out seamlessly, it provides organization with all necessary human resources regularly for various job positions. The recruitment process selects individuals from a variety of backgrounds to meet the organizations need.

3. **Increases the Success Rate of Hiring**: This approach is effective in stimulating the success percentage of the organizational selection process, it analyzes all the job applications to

minimize the frequency of unqualified and exaggerating candidates, only qualified employee's applications advance to the next stage of the recruitment process.

4. Expands Talent Pool: The goal of recruitment is to create a wide pool of qualified candidates from which one has to choose the most qualified individual for the job. This approach draws big groups of individuals and encourages them to apply for open opportunities in an organization.

5. Cost Effective: It focuses on minimizing total costs and time spent on finding suitable employees. Recruitment is a well-organized and methodical approach in which a large number of people are given a detailed description of a job opening. A good job description attracts a large number of people at a lower cost.

6. Improves the Credibility of the Organization: A business organizations reputation is bolstered by a strong recruitment process. It assesses the validity of job openings and reflects the professionalism and authenticity of the organization. The adoption of a good application method by an organization will aid in increasing the trust of job applicants. This, in turn, attracts the attention of highly qualified applicants for your organizational leadership.

Recruitment is a basic idea at its core, it entails discovering applicants and hiring them to fill available positions. Effective recruiting, on the other hand, is a mix of art and science. On one hand, it necessitates the implementation of repeatable procedures that produce consistent outcomes. On the other hand, thinking outside the box to locate your perfect individual benefits your organization in the long run because it makes sure that the onboarding process is seamless.

Recruitment, Character and Organizational Leadership

The effective recruitment of employees is a fundamental human resource management activity, one that if managed well can have a significant impact on organizational leadership as well as lead to a more positive organizational image, recruitment and character are useful in processing for a successful organization, having the right staff can improve and sustain organizational leadership system. Also, effective recruitment and character is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organizations strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson 2014).

Recruitment, as a human resource function, is one of the activities that impact most critically on the performance of an organization. Recruitment and character also have an important role to play in ensuring worker performance and positive organizational leadership outcomes. It is often claimed that the character of workers occurs not just to replace departing employees or add to the workforce, but rather aims to put in place workers who can perform at a high level and demonstrate commitment.

Explanation of Conceptual Framework

The recruitment and character process are not equally exclusive, but occur in a structure, basically at first recruitment, then selection, where the recruitment process ends and the selection of the character process starts. The best assets of the organization are its employees. So, every employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organization. In this model, different variables are considered as independent, dependent and outcome. Accordingly to the framework of this study, antecedent variables are considered as sources of recruitment. There are two types of recruitment sources: Internal and External. The Internal and External sources are transfer, promotion and extension of service, advertisement and employment agencies, employee referral, recruitment, labour office and Radio and Television. Recruitment depends on antecedent variables, whereas the character selection dependent variable which responds to the independent variable. Selection follows the recruitment, which includes initial screening, interview, employment test, reference check, medical examination, and job offer. After completing the proper recruitment and selection procedures then it leads to achieving organizational leadership, which is the outcome variable of this model. The objective of this model is to establish a relationship between recruitment, character selection and organizational leadership.

Organizational Leadership

Organization Leadership can be defined as a strategic and integrated approach to delivering sustained value to organization by improving the character of people who work with them and by developing the capabilities of teams and individual contributors (Armstrong and Brown, 2014). Organizational leadership is the practice of giving and managing individuals and/or teams to implement strategic plans for an organization. It involves setting a vision, defining strategies, and making decisions to propel the organization forward. In other words, organizational leaders are expected to provide direction, inspire and motivate employees and cultivate a positive work culture. Effective organizational leadership encompasses various leadership styles and ideas to fit a team's unique needs, goals and challenges. Successful leadership will positively shape culture, foster innovation, and ensure efficient business operations.

Underpinning Themes of Organizational Leadership: Goal Setting Theory

Goal setting theory, by Edwin Locke, proposes that people are motivated to work harder towards goals or objectives they set for themselves or that they are part of. By being part of the whole process, people understand what and what are involved and therefore, are better disposed to working more effectively towards achieving the goals, goals setting theory can therefore, be said to resemble management by objective (MBO) on the ground that when goals are verified and feedback, performance is given, chances of improvement are increased.

Goal setting, as developed by Lathan and Locke (2016), highlights four mechanisms that connect goals to performance outcomes:

v. They direct attention to priorities

v. They stimulate effort

v. They challenge people to bring their knowledge and skills to bear to increase their chances of success

v. The more challenging the goal, the more people are drawn on their full repertoire of skills.

This theory underpins the emphasis in performance on setting and agreeing objectives against which performance can be measured and managed. Goals intern individuals to achieve particular levels of performance, in order for them to direct and evaluate their actions.

The implication of the goal-setting theory is for managers or superiors to allow their subordinate to set goals for themselves, these goals are of course, reviewed to ensure that they are in line with the total organizational objective.

Control Theory

Control theory focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour, they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of the leadership character process. Organizational control is an inherently communicative activity that consists of verbal and physical actions designed to overcome resistance and exercise authority over others. This theory also examines the process by which one party attempts to influence the behaviour of another without a given system. It was formulated to set a timetable and to monitor and evaluate the fundamental and elemental operations in assessing how a human department is shaped and swayed through a particular driving force over a period of time. This thing defines a deep-rooted expressive pursuit, carrying along both the spoken and manual efforts drafted in dealing with the subjects, refusal to accept ground rules while implementing jurisdiction in supervising the department in an organization and proper ways to handle structural situations.

Social Cognitive Theory

Social cognitive theory is a contemporary theory of learning that emphasizes learning from the social environment. The conceptual model of Bandura's social cognitive theory reflects reciprocal interaction between personal behaviour and social environmental variables in an organization. Social cognitive theory considers the unique way in which individuals acquire and maintain behaviour, while also considering the social environment in which individuals perform the behaviour. It takes into account the person's experience, which factors into whether behavioural action will occur. These past experience influences reinforcements, expectations, and expectancies, all of which shape whether a person will engage in a specific behaviour and the reasons why a person engages in that behaviour. It is based on this control concept of self-efficacy. This suggests that what people believe that they can or cannot do powerfully impacts their performance and character; developing and strengthening positive self-belief in employees is therefore an important character objective in an organizational leadership system or setting.

Conclusion

The study concluded that recruitment of those who create resources through character and organizational leadership style could be effective if the organization use the right recruitment style. This implies that both the leaders and those who are led must be on the same page in terms of achieving organizational goals and targets. Recruitment channels could be seen as strong tools used by those who may intend to create resources in their domain. This is because recruiting one another within and outside the organization will stir people up towards bringing out their services and willing to work with uniformity of purpose and objectives. The focus is to match the capabilities of prospective candidates against the demand and rewards inherent in a given job. For this reason, top-performing organizations devote considerable resources and energy to creating high high-quality selection system. Recruitment and character selection processes are important practices and are crucial in affecting organizational leadership success. The quality of recruits depends upon an organizations recruitment practices, and the relative effectiveness of the selection process is inherently dependent upon the calibre of candidates attracted. From the analysis, the recruitment of employees to a greater extent determines the performance of an institution, and it is of great importance for organizations to achieve their goals.

Recommendation

It was recommended that, for resources to be created, organization and social theory must be incorporated as an integral part of human resources planning and development. All applicants must be treated fairly, issues of favouritism should be avoided while selecting applicants, jobs should be well described and analyzed to selected candidate to aid performance. Finally, a refresher course should be organized for employees for them to be abreast with trends in the ever-growing market in organizational leadership.

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