Determination of Manpower Vacancy and Employer Branding For Broad Applicants' Pool in Nigerian Organizations

By

Ugwonyike, Obiageri Celine
Department of Management
Faculty of Business Studies
Ignatius Ajuru University of Education
Port Harcourt, Rivers State, Nigeria.
E-Mail: lovedayokere54@gmail.com

&

Okere Loveday, PhD
Department of Management
Faculty of Business Studies
Ignatius Ajuru University of Education
Port Harcourt, Rivers State, Nigeria.
E-Mail: obiageriugwonyike@yahoo.com

Abstract

Job design and job analysis help the human resources manager to know the types and number of jobs available. In addition, it provides a basis for estimating the number and the kind of people required. Once the required number and the kind of human resources are determined, the management has to find the places where required human resources are and will be available, and also work out strategies for attracting them towards the organization before selecting suitable candidates for jobs. This process is generally known as recruitment. This paper examines the process of determining manpower vacancy and employer branding in Nigerian work organizations. Literature survey method was adopted to obtain information for the study. The work revealed that potential manpower vacancies occur either through someone leaving or as a result of expansion. The paper recommended that employer branding should involved active selling the experience of working for an organization by focusing on what makes the experience both positive and distinct.

Key Words: Determination, Manpower, Vacancy, Branding, Organization

Introduction

There is always a need for replacing employees when vacancy occurs. Manpower recruitment is an area in which there are important social and legal implications, but perhaps most important is the significant part played in the lives of individual men and women by their personal experience of recruitment and the failure to be recruited. Millions of people are recruited every year in Nigerian organizations. It can be a costly and difficult process when skills are in short supply and labour markets are tight. In such circumstances the employer

needs to sell its jobs to potential employees so as to ensure that it can generate an adequate pool of applicants. Barber (1998) said it is important that employers do not consider the recruitment process to be finished at this point. Thus, throughout the recruitment process, the organization attempts to "sell" itself to the more promising candidates, that is, to convince them that the organization is a good place to work and that it offers what they want in the way of both tangible and intangible rewards.

Rao (2018) described manpower recruitment as "a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce. Thus, recruiting is the process by which organizations locate and attract individuals to fill job vacancies. Most organizations have a continuing need to recruit new employees to replace those who leave or are promoted, to acquire new skills, and to permit organizational growth. Recruiting is an even more important activity when unemployment rates are low and economic growth is strong, as firms compete to attract the qualified employees they need to succeed. Recruitment follows human resource planning and goes hand in hand with the selection process by which organizations evaluate the suitability of candidates for various jobs. Without accurate planning, organizations may recruit the wrong number or type of employees. Without successful recruiting to create a sizable pool of candidates, even the most accurate selection system is of little use. A firm can generate candidates internally, from among its present employees who desire promotion or transfer, or externally, from the labour market. The organization then screens the candidates, evaluates some of them more thoroughly, and offers the best position.

When a vacancy occurs and the recruiter receives authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully. Existing job analysis documents can be very helpful in this regard. In addition, the recruitment planner must consider other aspects of the job environment, for example, the supervisor's management style, the opportunities for advancement, pay, and geographic location, in deciding what type of candidate to search for and what search methods to use. After carefully planning the recruiting effort, the recruiter uses one or more methods to produce a pool of potentially qualified candidates.

Determination of Manpower Vacancy

Is there a vacancy? Is it to be filled by a newly recruited employee? These are the first questions to be answered in recruitment. Potential vacancies occur either through someone leaving or as a result of expansion. When a person leaves, there is no more than a prima facie case for filling the vacancy thus caused. There may be other ways of filling the gap. Vacancies caused by expansion may be real or imagined. The desperately pressing need of an executive for an assistant may be plea more for recognition than for assistance. The creation of a new post to deal with a specialist activity may be more appropriately handled by contracting that activity out to a supplier. Recruiting a new employee may be the most obvious tactics when a vacancy

occurs, but it is not necessarily the most appropriate. Listed below are some of the options.

1. Reorganize the work.
2. Use overtime
3. Mechanize the work
4. Stagger the hours.
5. Make the job part time.
6. Subcontract the work.
7. Use an agency.

If your decision is that you are going to recruit, there are four questions to determine the vacancy:

1. What does the job consist of?
2. In what way is it to be different from the job done by the previous incumbent?
3. What are the aspects of the job that specify the type of candidate?
4. What are the key aspects of the job that the ideal candidate wants to know before deciding to apply?

The conventional human resource approach to these questions is to produce job descriptions and personnel specifications. Methods of doing this are well established. Good accounts are provided by Pearn and Kandola (1988); Brannick and Levine (2002); and IRS (2003a). The approach involves breaking the job down into its component parts, working out what its chief objectives will be and then recording this on paper. A person specification listing the key attributes required to undertake the role can then be derived from the job description and used in recruiting the new person. An alternative approach which allows for more flexibility is to dispense with the job description and draw up a person specification using other criteria. One way of achieving this is to focus on the characteristics or competences of current job holders who are judged to be excellent performers. Instead of asking "What attributes are shared by the people who have performed best in the role?". According to Whiddett and Kandola (2000), the disadvantage of the later approach is that it tends to produce employees who are very similar to one another and who address problems with the same basic mindset. Where innovation and creativity are wanted it helps to recruit people with more diverse characteristics.

Employer Branding

In recent years considerable interest has developed in the idea that employers have much to gain when competing for staff by borrowing techniques long used in marketing goods and services to potential customers. In particular, many organizations have sought to position themselves as "employers choice" in their labour markets with a view to attracting stronger applications from potential employees. Those who have succeeded have often found that their recruitment costs fall as a result because they get so many more unsolicited applications (Taylor, 2002). Central to these approaches is the development overtime of a positive "brand image" of the organization as an employer, so that potential employees come to regard

working there as highly desirable. Developing a good brand image is an easier task for larger companies with household names than for those which are smaller or highly specialized, but the possibility of developing and sustaining a reputation as a good employer is something from which all organizations stand to benefit. The key, as when branding consumer products, is to build on any aspect of the working experience that is distinct from that offered by other organizations' competing in the same broad applicant pool. It may be relatively high pay or a generous benefits package, it may be flexible working, or a friendly and informal atmosphere, strong career development potential or job security. This is then developed as a "unique selling proposition", and forms the basis of the employer branding exercise.

The best way of findings out what is distinct and positive about working in your organization is to carry out some form of staff attitude survey. Employer branding exercise simply amount to a waste of time and money when they are not rooted in the actual lived experience of employees because people are attracted to the organization on false premises. As with claims made for products that do not live up to their billing, the employees gained are not subsequently retained, and resources are wasted recruiting people who resign quickly after starting.

Once the unique selling propositions have been identified they can be used to inform all forms of communication that the organization engage in with potential and actual applicants. The aim must be to repeat the message again and again in advertisements, in recruitment literature, on internet sites and at careers fairs. It is also important that existing employees are made aware of their employer's brand proposition too as so much recruitment is carried out informally through word of mouth. Provided the message is accurate and provided it is communicated effectively over time, the result will be a "leveraging of the brand" as more and more people in the labour market begin to associate the message with the employer.

In view of the scarcity of talent, companies have been formulating strategies to attract talent. One of these strategies is creating and establishing "employer brand", in the home and global labour markets especially in the minds of present and prospective employees and employment agencies. Product brand creates, attracts and retains the customers, and similarly, employer brand help for creating, attracting, developing, utilizing and retaining the employees for a particular employer. Employer branding is a critical input in human resource marketing. Employer brand is viewed as an emotional bond among employer, present and prospective employees and various organs of the labour market that creates and builds an organization's reputation as the most preferred employer (Rao, 2018).

Employer brand carriers various human resource management aspects in particular and business, both internal and external-aspects in general in order to attract, utilize and retain talent. Thus, employer brand creates employee – friendly image of the employer, builds healthy working relationships between employer and employees, enhances self-esteem and organizational loyalty of the employees. Employer brand is further looked at, as creation,

maintenance and management of an agreeable, trustworthy and progressive image of the employer with his or her eyes and ears turned towards the needs and concerns of the current and prospective employees and all other parties concerned. The employer has to build image that not only attracts the best talent but also retains them, despite better offers by rival employers in the job market (Rao, 2018)

Reasons for Employer Brand

Employer brand has become essential in view of scarcity of talented employees. According to Rao (2018), the following are some of the areas highlighting the need for employer brand:

1. Scarcity of talent;
2. Competitive edge;
3. Impression management;'
4. To increase the recruitment and selection ratio;
5. Organizational loyalty;
6. To enhance human resource utilization;
7. Reduces job misfit;
8. Retain talent;
9. Converts job seeking into job shopping;
10. Social branding, product brand and business brand; and
11. Human resource management standards.

What Constitutes Employer Brand

All aspects of human resource management practices from the viewpoint of employees as well as employer constitute employer brand. In fact, employer brand should emphasize needs. They include:

1. Interesting work
2. Appreciation/recognition for the work done
3. Feel-in-on things
4. Freedom and involvement in the decision-making
5. Sympathetic understanding of personal problems
6. Attractive salary and benefits
7. Climate of "feel of ownership"
8. Career planning and development including promotional opportunities
9. Personal loyalty to works
10. Empowerment

Employees Expectations from Employer Brand

Taylor (2002) opined that employees expectations from an employer brand vary from one employee to another. However, the following list provides a guideline in this respect.

1. Keep up promises.
2. Guaranteeing service security.
3. Providing growth opportunities for employees.

4. Thoughtful benefits and perquisites.
5. Rewarding merits.
6. Responding readily to employee needs.
7. Try and fail rather than fail to try, in solving extraordinary problems of employees.
8. Unwavering impartiality.
9. Maintaining high ethical values.
10. Maintaining transparency.
11. Ensuring qualities in service and products.

Publicizing Employer Brand

Spreading employer brand is as important as creating and establishing brand (Sara and Alison, 1990). Employer brand can be published through the following channels:

1. Publications.
2. Internet
3. Advertisement in newspapers, magazines and internet.
4. Information to recruitment agencies and search agencies.
5. Impressions created y current employees.
6. Impression created and carried out by former employees.
7. Impressions created by senior managers about the top management and the owner.

Key Elements of the Employer Brand

The key elements of employer brand as posited by Rao (2018) include:

Corporate Image: It includes profitability, market-share, reputation in the industry and society.

Career Offer: It includes challenging job, excellent remuneration, outstanding career growth and career development opportunities.

Corporate Culture: Vibrant, flat structure and inspiring workforce.

Customer Relevant: Align the work and Customer needs in order to establish a meaning to the work.

Suit Different Cultures: Meet the needs of the employees of different ethnic groups. The organizational culture and communication should take the needs of various cultures.

Everything Matters: Tune the managers that everything that they do with regard to customers, employees, employment agencies and public matters much.

Recruitment Philosophy

One of the key issues in recruitment philosophy is whether to promote largely from within the organization or to hire from the outside for vacancies at all levels. Some organizations, put

great emphasis on developing and socializing managers within the firm, from the ground up. Other organizations prefer to hire proven talent from the outside. A second aspect of recruitment philosophy concerns where the emphasis is on merely filling vacancies or on hiring for long-term careers. Does the organization seek people with skills sufficient for present vacancies, or does it try to attract the type of talented candidates who can feed the management pipeline of the future? A short term view according to James (1992) may emphasize filling vacancies quickly, whereas a longer-term view may tolerate delay in the interests of finding just the right people to bring in for the long haul. A third, aspect of recruitment philosophy concerns depth of commitment to seeking and hiring a diverse range of employees. Some firms are still at the Equal Employment Opportunity and Affirmative Action stage of mere compliance with the law, whereas others, have graduated to valuing diversity as a central principle of organizational life. Their recruiting practices, both internal and external actively encourage participation by all types of people. Perhaps more important, extensive training and consultative processes strive to create a climate that is welcoming to and supportive of all candidates (Rooserveldt, 2000). A Fourth, aspect of recruitment philosophy is whether applicants are viewed as commodities to be purchased or as customers to be wooed. Organizations that adopt a marketing orientation with respect to recruiting will spend substantial time and money to determine what their customers, that is potential applicants want and to tailor their recruiting practices and messages to various segments of the market (Steven, Vince, and Thomas, 1992; Talbott, 1996). A fifth, aspect of recruitment philosophy has ethical overtones, in terms of fairness and honesty in the recruitment process (Okere, 2013).

Applicants' Pool

The human resource manager develops a pool of applicants by searching the candidates from different sources and stimulating/motivating them to apply for jobs. This pool of applicants helps the manager to select the candidates suitable for the future and/or changing jobs.

Objectives of Manpower Recruitment

According to Rao (2018), the objectives of manpower recruitment are:

1. To attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies.
2. To induct outsiders with a new perspective to lead the company.
3. To infuse fresh blood at all levels of the organization.
4. To develop an organizational culture that attracts competent people to the company.
5. To search or head hunt/head pouch people whose skills fit the company's values.
6. To devise methodologies for assessing psychological traits
7. To seek out non-conventional development grounds of talent.
8. To search for talent globally and not just within the company.
9. To design entry pay that competes on quality but not on quantum.
10. To anticipate and find people for positions that do not exist yet.

Stimulating Candidates to Apply for a Job

Human resource manager, after identifying the prospective employees by searching in various sources, has to stimulate them to apply for jobs in the company. According to Rao (2018) he stimulates them through recruitment techniques.

Recruitment Techniques

Recruitment techniques are the means or media by which management contacts prospective employees or provides necessary information or exchanges ideas in order to stimulate them to apply for jobs. Okere (2013) posit that management uses different types of techniques to stimulate internal and external candidates. These techniques are classified as traditional techniques and modern techniques.

Traditional Techniques: These include the following:

1. **Promotions**: Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level.
2. **Transfers:** Employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the places of their choice.
3. **Advertising:** Advertising is a widely accepted technique of manpower recruitment, though it mostly provides one way communication. It provides the candidate in different sources, the information about the job and company and stimulates them to apply for jobs. It includes advertising through different media like newspapers, magazines of all kinds, radio, television etc. In order to assist them in drafting advertisements and placing them in a suitable media, many employers deal with a recruitment advertising agency. Such agencies provide expert advice on where to place advertisements and how they should be worded and will design them attractively to achieve maximum impact. In choosing where to place a recruitment advertisement the aim is to attract as many people as possible with the required skills and qualifications.

Weekes (2000) suggested that the decision on what to include in a recruitment advertisement is important because of the high cost of space and the need to attract attention; both factors will encourage the use of the fewest number of words. The following is a short checklist of items that must be included:

1. Name and brief details of employing organization.
2. Job role and duties.
3. Training to be provided.
4. Key points of the personnel specification or competency profile.
5. Salary.
6. Instructions about how to apply.

Also, Roberts (1997) observed that the technique of advertising should aim at

(1) attracting attention of the prospective candidates;

(2) creating and maintaining interest; and
(3) stimulating action by the candidates.

Management in order to achieve these objectives of advertising Rao (2018), pointed out the following:

(1) Analyze job requirements;
(2) Decide who does what;
(3) Write the copy;
(4) Design the advertisement;
(5) Plan and select the media; and
(6) Evaluate response.

Modern Techniques

Modern recruitment techniques to stimulate prospective employees to apply for jobs in the organization include:

1. **Scouting:** Scouting means sending the representation of the organizations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs. The representatives provide information about the company and exchange information and ideas as to clarify the doubts of the candidates.
2. **Salary and Perks:** Companies stimulate the prospective candidates y offering higher level salary, more perks, quick promotions etc.
3. **ESOPs:** Companies recently started stimulating the employees by offering stock ownership to the employees through their Employees Stock Ownership Programmes (ESOPs).

Recruitment Strategies

Rao (2013) averred that the recruitment strategies formulated by companies include:

1. **In Sourcing and Outsourcing:** Organizations recruit the candidates, employ them, train and develop them and utilize the human resource of these candidates. This strategy is called "insourcing". Organizations formulate and implement this strategy when the organization's growth is stable. Some organizations employ and develop the candidates with a view to provide the human resources to other organizations which concentrate on manufacturing, servicing and such other activities. Some manufacturing and service organizations depend for their human resource requirements on such external organizations whose core business is to provide human resources. This strategy is called "outsourcing". Most of the IT companies follow this strategy. Even manufacturing companies also depend on outsourcing for the running the non-core business like canteens, hospitals, office maintenance, security, house-keeping, plant maintenance etc. Outsourcing strategy is more suitable for both the fast growing and diversifying companies.

2. **Vast and Fast Source:** The fast developing IT industry and high technology orientated industry invariably require vast human resources within the short span of time. The best strategy to get vast human resources is through internet.

Recruitment Policy

Recruitment policy of any organization is derived from the human resources policy of the same organization (Rao, 2018). In other words, the former is a part of the later. However, recruitment policy by itself should take into consideration the government's reservation policy, policy regarding sons-of-soil etc. Human resource policies of other organizations regarding merit, internal sources, social responsibility in absorbing minority sections, women etc. Recruitment policy should commit itself to the organization's human resources or serving the community by absorbing the weaker sections and disadvantaged people of the society, motivating the employees through internal promotions, improving the employee's loyalty to the organization by absorbing the retrenched or laid-off employees or casual/temporary employees or dependents of present/former employees etc.

The following factors should be taken into consideration in formulating the recruitment policy (Rao, 2018):

1. Government Polices
2. Personnel policies of other competing organizations;
3. Organization's personnel policies
4. Recruitment sources;
5. Recruitment needs;
6. Recruitment cost;
7. Selection criteria and preference etc.

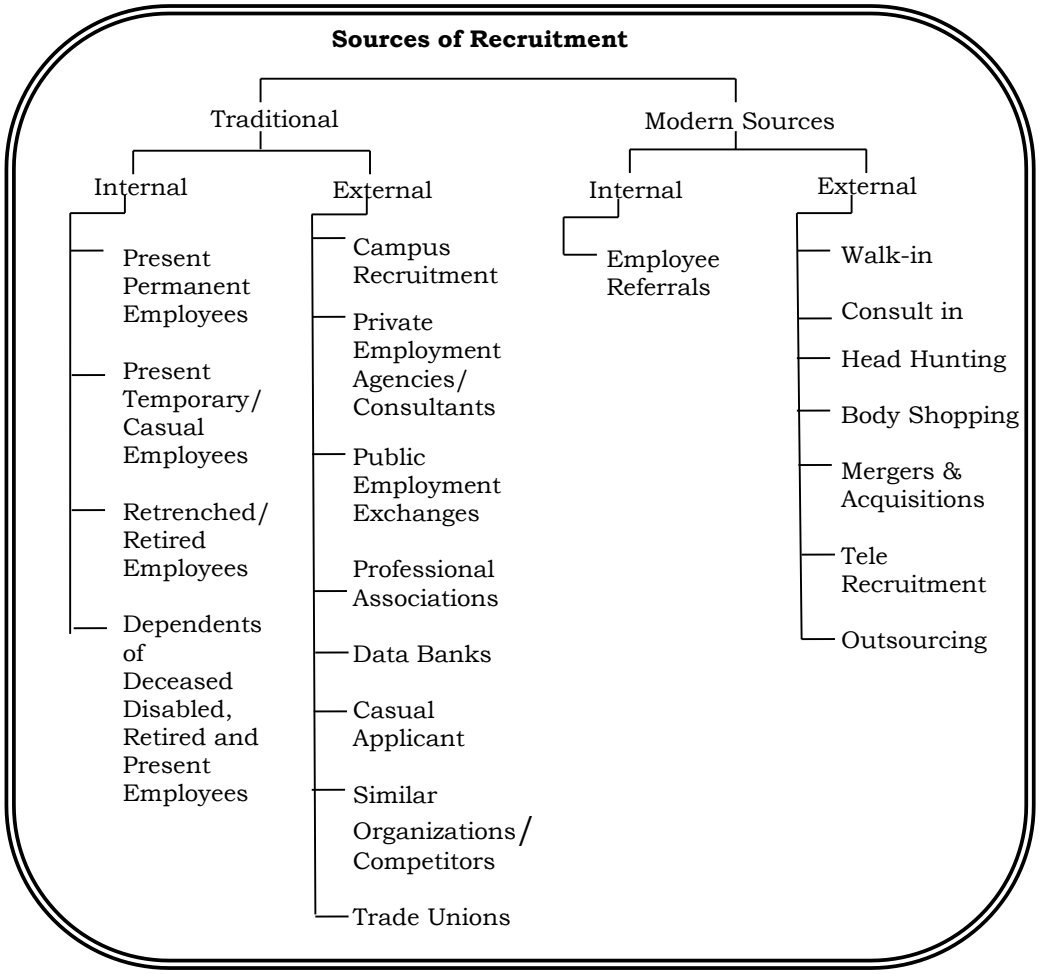
Search for Prospective Employees/Sources of Recruitment

After understanding the organization strategies and recruitment policy, human resource manager has to search for the candidates in various sources, viz; traditional sources of recruitment and modern sources of recruitment (Okere, 2013).

Traditional Sources of Recruitment

The sources of recruitment are broadly divided into internal sources and external sources. Internal sources are the sources within organizational pursuits. While external sources are outside organizational pursuits. See the below figure.

Figure 1: Internal and External Sources of Manpower Recruitment



Internal Sources: The internal sources of manpower recruitment in organization include:

1. **Present Permanent Employees:** Organizations consider the candidates from this source for higher level jobs due to availability of most suitable candidates for jobs relatively or equally to the external source, to meet the trade union demands and due to the policy of the organization to motivate the present employees.
2. **Present Temporary or Casual Employees:** Organizations find this source better to fill the vacancies relatively at the lower level owing to the availability of suitable candidates or trade union pressures or in order to motivate them on the present job.

3. **Retrenched or Retired Employees:** Generally, a particular organization retrenches the employees due to lack of work. The organization takes the candidates for employment from the retrenched employees due to obligation, trade union pressure and the like. Sometimes, the organizations prefer to reemploy their retired employees as a token of their loyalty to the organization or to postpone some interpersonal conflicts for promotion etc.
4. **Dependents of Deceased, Disabled, Retired and Present Employees:** Some organizations function with a view to developing the commitment and loyalty of not only the employee but also his family members and to build up image and provide employment to the dependent(s) of deceased, disabled and present employees. Such organizations find this source as an effective source of recruitment.

Why Organizations Prefer Internal Sources of Manpower Recruitment

Wood and Payne (1998) said that organizations prefer internal sources to external sources to some extent for the following reasons:

1. Internal recruitment can be used as a technique of motivation.
2. Morale of the employees can be improved.
3. Suitability of the internal candidates can be judged better than the external candidates as known devils are better than unknown angels.
4. Loyalty, commitment, a sense of belongingness, and security of the present employees can be enhanced.
5. Employees' psychological needs can be met by providing an opportunity for advancement.
6. Employees' economic needs for promotion, higher income can be satisfied.
7. Cost of selection can be minimized.
8. Cost of training, induction, orientation, period of adaptability to the organization can be reduced.
9. Trade unions can be satisfied.
10. Social responsibility towards employees may be discharged.
11. Stability of employment can be ensured.

However, organizations do not excessively rely on internal source as too much consumption of even sugar tastes bitter. The excessive dependence on this source results in in-breeding, discourages flow of new blood into the organization would become dull and back number without innovations, new ideas, excellence and expertise. Hence, organizations depend on internal sources to the extent of motivating and then depend on external sources.

External Sources: External sources are those sources which are outside the organizational pursuits, organizations search for the required candidates from these sources for the following reasons (Weekes, 2000):

1. The suitable candidates with skill, knowledge, talent etc; are generally available.
2. Candidates can be selected without any pre-conceived notion or reservations.
3. Cost of employees can be minimized because employees selected from this source are generally placed in the minimum pay scale.
4. Expertise, excellence and experience in other organizations can be easily brought into the organization.
5. Human resources mix can be balanced with different background, experience, skills etc.
6. Latest knowledge, skill, innovative or creative talent can also be flowed into the organization.
7. Existing sources will also broaden their personality.
8. Long-run benefit to the organization in the sense that qualitative human resources can be bought.

External sources according to Okere (2013), include:

1. **Campus Recruitments:** Different types of organizations like industries, business firms, service organizations, social or religious organizaitons can get inexperienced candidates of different types from various educational institutions like colleges, polythenics, universities, institutes etc that impart education in Science, Arts, Engineering and Technology, Agriculture, Medicine, Management Studies etc; and trained candidates in different disciplines like vocational engineering, medicine from the training institutes like Vocational Training Institutes of State Governments in various trades, National Industrial Training Institutes for Engineers etc.

2. **Private Employment Agencies/Consultants:** Public employment agencies or consultants perform recruitment functions on behalf of a client organization by charging fees. Line managers are relieved from recruitment functions so that they can concentrate on their operational activities and recruitment functions are entrusted to a private agency or consultants. But due to limitation of high cost, ineffectiveness in performance, confidential nature of this function, managements sometimes do not depend on this source. However, these agencies function effectively in the recruitment of executives. Hence, they are also called executive search agencies. Most of the organizations depend on this source for highly specialized positions and executive positions

3. **Public Employment Exchanges:** The government set up Public Employment Exchanges in the country to provide information about vacancies to the candidates and to help the organizations in finding out suitable candidates.

4. **Professional Organizations:** Professional organizations or associations maintain complete bio-data of their members and provide the same to various organizations on requisition. They also act as an exchange between their members and recruiting firms

in exchanging information, clarifying doubts etc. Organizations find this source more useful to recruit the experienced and professional employees like executives, managers, engineers etc.

5. **Data Banks:** The management can collect the bio-data of the candidates from different sources like Employment Exchange, Educational Training Institutes, and Candidates etc; and feed them in the computer. It will become another source and the company can get the particulars as and when it needs to recruit.

6. **Casual Applicants:** Depending upon the image of the organization, its prompt response, participation of the organization in the local activities, level of unemployment, candidates apply casually for jobs through mail or handover the applications in the Personnel Department. This would be a suitable source for temporary and lower level jobs.

7. **Trade Unions:** Generally, unemployed or underemployed persons or employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment due to the latter's intimacy with the management. As such, the trade union leaders are aware of the availability of candidates. In view of this fact, and in order to satisfy the trade union leaders, the management enquires trade unions for suitable candidates. Management decides about the sources depending upon the type of candidates needed, time lapse period etc. It has to select the recruitment technique(s) after deciding upon the source.

Modern Sources of Manpower Recruitment

A number of modern manpower recruitment sources are being used by the organizations in addition to traditional sources (Frankland, 2000). These sources are divided into internal and external.

Internal Sources: Internal sources include:

Employee Referrals: Presents employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organizational culture of their company. As such they can make preliminary judgement regarding the match between the job and their friends and relatives. Hence, the human resource managers of various organizations depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. Human resource managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates.

External Sources: Modern external sources include:

1. **Walk-in:** The busy organizations and the rapid changing companies do not find time

to perform various functions of recruitment. Therefore, they advise the potential candidates to attend for an interview directly and without prior application on a specified date, time and at a specified place. The suitable candidates from among the interviewees will be selected for appointment after screening the candidates through tests and interviews.

2. **Consult-in:** The busy and dynamic organizations encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates from among such candidates through selection process.
3. **Head Hunting:** The companies request the professional organizations to search for the best candidates particularly for the senior executive positions.

   The professional organizations search for the most suitable candidates and advise the company regarding the filling up of the positions. Head hunters are also called search consultants.
4. **Body Shopping:** Professional organizations and the hi-tech training institutes develop the pool of human resources for the possible employment. The prospective employers contact these organizations to recruit the candidates. Otherwise, the organizations themselves approach the prospective employers to place their human resources. These professional and training institutions are called "Body Shoppers" and these activities are known as "Body Shopping" (Newell and Shackleton, 2000). The body shopping is used mostly for computer professionals. Body shopping is also known as employee leasing activity. The leasing firms employ the people and lease them for the use by various needy companies for payment of a commission.
5. **Mergers and Acquisitions:** Business alliance like acquisitions, mergers, and take over help in getting human resources. In addition, the companies do also have alliance in sharing their human resources on ad-hoc basis.
6. **E-recruitment:** The technological revolution in tele-communications helps the organizations to use Internet as a source of recruitment. Organizations advertise the job vacancies through the World Wide Web (www). The job seekers send their applications through e-mail using the Internet. Alternatively, job seekers place their CVs in the World Wide Web/Internet, which can be drawn by the prospective employers depending upon the requirements.

The use of the Internet for recruitment purposes is undoubtedly the most striking recent development in the field, but its practical significance remains a question of debate. Internet recruitment takes two basic forms. The first, is centered on the employer's own website, jobs being advertised alongside information about the products and services offered by the organization. The second, approach makes use of the growing number of cyber-agencies which combine the roles traditionally played by both newspapers and employment agents. They advertize the job and undertake short-listing before sending on a selection of suitable CVs to the employer.

In principle e-recruitment thus has a great deal to offer. In practice, however, there are major problems which may take many years to iron out. A key drawback is the way that employers advertising jobs tend to get bombarded with hundreds of applications. This occurs because of the large number of people who read the advertisement and because it takes so little effort to e-mail a copy of a pre-prepared CV to the employer concerned. In order to prevent "spamming" of this kind it is necessary to make use of online short listing software which is able to screen out unsuitable applications. Such technologies, however, are not wholly satisfactory. Those which work by looking for key words in CVs inevitably have a "hit and miss" character and can be criticized for being inherently unfair.

Correspondence with Applicants

If an organization is to minimize in future its chances of recruiting the best people to the jobs it advertizes it must ensure that all subsequent communication with those who express an interest is carried out professionally. The same is true of casual enquirers and those who find out about possible vacancies informally through word of mouth. Failing to make a positive impression may well result in good candidates losing interest or developing a preference for a rival organization which takes greater care to project itself effectively in its labour markets. Providing information to would-be candidates who express an interest is the first step. This is often seen as unnecessary and costly, but it should be seen as the organization's opportunity to sell itself as an employer to its potential applicant pool. The following according to Wright and Storey (1994) are commonly provided:

1. A copy of the relevant job description and personnel specifications.
2. A copy of the advertisement for reference purposes.
3. A copy of any general recruitment brochure produced by the organization.
4. The staff handbook or details of a collective agreement.
5. Details of any occupational pension arrangements.
6. General information about the organization e.g. a mission statement, annual report or publicity brochures.

Shortlisting of Candidates

Shortlisting of candidates can be difficult in some instances because of small numbers of applicants and in order instances because of extremely large numbers of applicants: Such difficulties can arise unintentionally when there is inadequate specification of the criteria required or intentionally in large-scale recruitment exercises such as those associated with an annual intake of graduates.

In such circumstances it is tempting for the human resource department to use some form of arbitrary method to reduce the numbers to a more manageable level. Examples include screening people out because of their age, because of their handwriting style or because their work history is perceived as being unconventional in some way. No doubt there are other whimsical criteria adopted y managers appalled at making sense of 100 or 50 application forms

and assorted curricula vitae. Apart from those that are unlawful, there criteria are grossly unfair to applicants if not mentioned in the advertisement, and are a thoroughly unsatisfactory way of recruiting the most appropriate person.

It is far more satisfactory to have in place a fair and objective system for shortlisting candidates which produces the best group of alternative candidates to move forward to the interview stage. This can be achieved in one of three basic ways, which can be used separately or in combination. The first involves using a panel of managers to undertake shortlisting, reducing the likelihood that individual prejudices will influence the process. A number of distinct stages can be identified (Taylor, 2002):

Stage I: Panel members agree essential criteria for those to be place on the shortlist.

Stage 2: Using those criteria, selectors individually produce lists of say, ten candidates. An operating principle throughout is to concentrate on who can be included rather than who can be excluded, so that the process is positive, looking for strengths rather than shortcomings.

Stage 3: Selectors reveal their lists and find their consensus. If stages 1 and 2 have been done properly the degree of consensus should be quite high and probably sufficient to constitute a shortlist for interview. If it is still not clear, they continue to stage 4

Stage 4: Discuss those candidates preferred by some but not all in order to clarify and reduce the areas of disagreement. A possible tactic is to classify candidates "strong", "possible" or "maverick".

Stage 5: Selectors produce a final shortlist by discussion, guarding against including compromise candidates; not strong, but offensive to no one.

The second approach involves employing a scoring system as advocated by Roberts (1997) and Wood and Payne (1998). As with the panel method, the key shortlisting criteria are defined at the start of the process e.g. three years management experience, a degree in a certain discipline, current salary, evidence of an ability to drive change, etc. The shortlister then scores each CV or application form received against these criteria awarding an "A" grade or higher mark, where there is some evidence or where the candidate partially meets the criteria and a "C" grade where no convincing evidence is provided. Where a structured application form has been completed by the candidates, this process can be undertaken quickly, two or three minutes per application, because a candidate can be screened out whenever, for example, more than one "C" grade has been awarded.

The third approach involves making use of the software systems on the market which shortlist candidates electronically. The different types of system and some of the drawbacks described on e-recruitment. Despite the problems, such systems can be useful where the criteria are very

clearly and tightly defined, and where an online application form is completed which makes use of multiple choice answers. Such forms can be scored speedily and objectively, the candidate being given feedback on whether or not they have been successful. Only those who make the "right" choices when completing the online questionnaire are then invited to participate in the next stage of the recruitment process.

Recruitment Information and Resume – Tracking Systems

Before beginning to recruit candidates, the human resource professional must have a system for tracking applicants as they move through the recruitment and selection process. The system may be manual or computerized, depending on the number of applicants handled. An efficient recruitment information system must ensure that candidates do not get lost but instead move through the process and stay informed of their status. An applicant who is deemed unsuitable should receive a polite letter to that effect as soon as possible after the decision. Good candidates who are pending should receive encouraging letters or e-mails to keep them interested in the organization. Such conscientious communication enhances an organization's image, even among candidates who are eventually rejected (Gibelman, 1996).

Measures Used to Evaluate Recruiters

In appraising the performance of individual recruiters, the human resource manager must keep in mind the difficulty of the search assignments as well as the number of positions the recruiter filled. A recruiter will be able to locate ten qualified labourers more quickly than ten engineers and ten engineers more quickly than ten executives (Todd, 2001). After allowing for differences in assignment difficulty, the appraiser might count the number of applications the recruiter processed, the hires the applications produced, and the eventual job successes of those the recruiter recommended for hire. Finally, the appraiser might survey applicants who both accepted and rejected offers to see if their treatment by various recruiters could have been improved (John, 1992).

Measures Used to Evaluate Recruiting Sources and Methods

When a number of sources or methods of recruiting have been used, it makes sense for the human resource manager to evaluate each to see whether some are consistently superior to others. Inefficient sources can be dropped from future recruiting efforts. Some of the criteria that are used to evaluate sources and methods are total cost, cost per hire, number of applicants generated, yield ratios, and eventual job tenure and performance of hires (John, 1992). As a rule, gate hires and employee referrals tend to be quick and low in cost. Advertising and campus recruiting take the longest and cost more. Recruiting through agencies is intermediate in terms of the time it takes to fill positions, but it is often the most costly method (Werbel and Landau, 1996).

The human resource manager needs to monitor the effectiveness of advertising and all other methods of recruitment, first, to ensure value for money and, second, to ensure that the pool of applicants produced by the various methods is suitable.

Wright and Storey (1994) suggested that the following information should be collected:

1. Number of initial enquiries received which resulted in completed application forms.
2. Number of candidates at various stages in the recruitment and selection process, especially those shortlisted.
3. Number of candidates recruited.
4. Number of candidates retained in organization after six months.

There is also a good case for monitoring the numbers of men and women who are successful at each stage of the process and the number of people from different ethnic, religious, cultural, political etc groups. Where an imbalance becomes apparent the organization can then take remedial action. A firm should evaluate its recruitment process along with all its other human resource management activities. Collecting appropriate evaluation measures on past recruiting efforts can help an organization to predict the time and budget needed to fill future openings, identify the recruiting methods that yield the greatest number or the best quality of candidates, and evaluating the performance of individual recruiters. Benchmarking against similar firms can also be informative. The granddaddy of all recruiting evaluation on measures is cost per hire, though speed of filling vacancies is also an important measure.

Realistic Job Preview

Once a new employee has been recruited and selected, he or she must adjust to the new job and organization. There may be problems at this step, as evidenced by high rate of turnover among new hires in their first few months. One reason for the turnover may be that the job did not match the newcomer's expectations or desires (Rober and Vida, 1990; Shore and Tetrick, 1994). The recruitment process may be partly responsible for this mismatch, since recruiters tend to present jobs in very favourable terms in order to increase candidates' offer acceptance rate. One way to prevent these problems is to use a "Realistic Job Preview (RJP)", a down-to-earth presentation of both the favourable and unfavourable aspects of the job. Ideally each, stage of recruiting is honest and realistic. Realistic job preview may take the form of a booklet or film about the job, realistic information delivered by an interviewer, or a work-sample test that exposes the candidate to actual job conditions and activities.

Many studies have compared the attitudes and behaviours of realistic recruited employees with those of unrealistically recruited persons. Overall, these studies showed that realistic job previews sometimes reduced turnover, lower recruits' expectations about the job, slightly reduce the job offer acceptance rate, and slightly increase job satisfaction and commitment to the organization among new hires (Steven and John, 1985; Phillips, 1998). While the beneficial effects of realistic job previews are not always pronounced, the cost of forestalling just a few early turnovers may justify the use of the technique. Several reasons for the effects of realistic job previews have been suggested by James (1983), and have received varying degrees of support in the literature.

1. **Self-Selection:** If the realistic job preview helps the applicant realize that the job will not be personally satisfying, the applicant may choose not to take the job or select his or herself out of the organization's selection process. Without this realistic information, the applicant might have accepted the offer and could have become an early turnover statistic.
2. **Commitment to the Decision:** When the realistic job preview is presented before the candidate feels that he or she has made an informal decision about the job. Having accepted a job known to include difficult moments or distasteful duties, a newcomer feels less justified in reversing the decision and quitting when an unpleasant event actually occurs.
3. **Lowered Expectations:** The aim of an realistic job preview is to lower, or make more realistic, the expectations that the newcomer holds about the job. One theory of job satisfaction states that dissatisfaction is a function of the discrepancy between what one expects on a job and what one actually gets. Lowering expectations reduces the gap between expectation and reality; consequently, dissatisfaction decreases. Since dissatisfaction is one cause of turnover, this mechanism can explain both attitudinal and behavioural differences between realistic job preview and no-realistic job preview.
4. **Coping:** Research has shown that unpleasant events are less stressful and dealt with more effectively if they are expected than if they are surprises. It is possible that the realistic job preview operates by improving the ability of new hires to cope with negative aspects of the job. The realistic job preview may stimulate newcomers to mentally rehearse their reactions to anticipate job problems and so increase their ability to deal with problems when they occur.

Realistic job preview are most useful when recruiters present them early in the recruiting process, so that the self-selection and commitment processes can occur. Realistic job previews are particularly effective for jobs in which there tends to be early high turnover and for complex jobs in which applicants are unlikely to have an accurate picture of the job or occupational field prior to applying (Richard, Barbara, Milton, and Carol, 1981). Realistic job previews make the most sense when there are plenty of applications for the available openings. If some decide to decline offers, the jobs can still be filled. Finally, realistic job previews are most effective in reducing turnover when unemployment is low. In this situation, applicants will be most likely to turn down a job offer that does not suit them because other jobs are readily available (John, 1992).

Recruitment Goals

A good recruiting programme needs to serve many and some-times conflicting goals. A commonly mentioned goal is to attract a large pool of applicants, but applicant pools can be too large and thus costly to process. Recruiting must also attract a high proportion of well qualified candidates who are seriously interested in accepting a job offer. Post-hiring goals also must be considered, that is, the recruiting process must yield workers who are good performers

and who will stay with the organization for a reasonable length of time. An additional goal is that recruiting efforts should have beneficial "spillover" effects; that is, the organization's general image should be enhanced, and even unsuccessful applicants should develop positive attitudes toward the company and its products. Further, all the preceding goals should be reached with the greatest speed and at the least possible cost to the organization (Saara and Alison, 1990). Balancing these varied goals against one another should be done with reference to the organization's overall strategy and values.

Conclusions

Individuals seeking for jobs and organizations seeking good employees may have conflicting objectives during the recruiting process. These may lead each side to emphasize the positive and conceal the negative about itself. Organizational recruiting plans should be guided by good human resource planning and keyed to the strategy and values of the organization. An organization's recruiting philosophy and goals will influence the approach or strategies it takes to recruiting. In some cases, recruiting may not be necessary if a company explores ways of dealing with labour shortages, such as insourcing or outsourcing, and vast and fast sources of recruitment strategies.

After understanding the organization's strategies and recruitment policy, the human resource manager has to search for the candidates in various sources viz; traditional sources of recruitment and modern sources of recruitment which include internal and external sources. Thus, one of the first decisions an organization must make in filling a vacancy is whether to seek a current employee through internal recruiting or seek a new hire from the external labour market. Management uses different types of techniques to stimulate internal and external candidates such as promotions, transfers, advertising, scouting, salary and perks, and employees stock ownership programmes.

Employer branding involves actively selling the experience of working for an organization by focusing on what makes the experience both positive and distinct. Increasing the amount of information provided to potential applicants reduces the number of inappropriate applications. Care with shortlisting of candidates increases the chances of being fair to all applicants and lessens the likelihood of calling inappropriate people for interview. Recruiting should be planned carefully so that the correct scope and timing of activities can be undertaken. Organizations also need a means of tracking applicants, searching resumes, and producing applicant flow statistics. These activities can be accomplished manually or by computerized systems of varying levels of sophistication. Ideally, job seekers should be given realistic job previews that help them to select jobs they will like and to reduce turnover and dissatisfaction due to unmet expectations. After a company completes a recruiting effort, it should evaluate the outcomes, its recruiters, and the sources and methods used. In this way, the firm can improve the quality, success, and cost effectiveness of future recruiting efforts.

Recommendations

Based on the works reviewed, comments, and conclusions of the study, this paper proffers the following suggestions in determining manpower vacancy and employer branding for broad applicants' pool in Nigerian organizations.

1. Employer branding should involve active selling the experience of working for an organization by focusing on what makes the experience both positive and distinct.
2. Recruiting activities should be matched to organization's strategy and values as well as to other important features such as the state of the external labour market and the organization's ability to pay or otherwise induce new employees to join.
3. Recruitment programme needs should serve many people and sometimes conflicting goals.
4. The goal of manpower recruitment should be to attract a large pool of applicants.
5. Recruitment philosophy should be concerned with depth of commitment to seeking and hiring a diverse range of employees.
6. Deciding whether the vacant position is to be filled internally or externally should be an early task in recruitment planning for a specific job.
7. To prevent turnover and mismatch in the recruitment process, realistic job preview should be adopted. Realistic job preview may take the form of a booklet, or film about the job, realistic information delivered by an interviewer, or a work-sample test that exposes the candidate to actual job conditions and activities.
8. In appraising the performance of individual recruiters, the human resource manager must keep in mind the difficulty of the search assignments as well as the number of positions the recruiter filled.
9. When a number of sources or methods of recruiting have been used, it makes sense for the human resource manager to evaluate each to see whether some are consistently superior to others.
10. From the job seeker's point of view, organizations and jobs may be evaluated on the basis of objective factors of a job, subjective factors such as an organization's image or culture, or recruiting factors such as recruiter behaviour and informativeness.
11. It is important to have in place a fair and objective system for shortlisting candidates which produces the best group of alternative candidates to move forward to the interview stage.
12. If organization is to maximize its chances of recruiting the best people to the jobs it advertises it must ensure that all subsequent communication with those who express an interest is carried out professionally.
13. General information about the organization e.g. a mission statement, annual report or publicity brochures provided to potential applicants reduces the number of inappropriate applications.

References

Barber, A. E. (1998). Recruiting employees: individual and organizational perspectives. Thousand oaks, cal: sage.

Brannick, M. T. and Levine, E. L. (2002). Job Analysis: methods, research and applications for human resource management in the new millennium. Thousand oaks, cal: sage.

Frankland, G. (2000): If you build it, they will come. People management, 45.

Gilbelman, M. (1996). Managerial manners – notably lacking in personnel recruiting. Administration ion social work, 20, 59 – 72.

IRS (2003a). Job descriptions and person specifications'. IRS Employment Review, No. 776.

James, A. B. (1983). RJPs: A critical appraisal and future research directions. Academy of management review, 612 – 619.

James, A. B. (1992). Recruitment: science and practice. Boston: PWS –Kent.

John, P. W. (1992). Organizational entry. reading mass: Addison Wesley, 60.

Newell, S. and Shackleton, V. (2000). Recruitment and selection, in beach s. and sisson, k. (eds), personnel management: A comprehensive guide to theory and practice. Oxford, Blackwell.

Okere, L. (2013). Human resource management. Port Harcourt, Sambiz Publications.

Pearn M. and Kandola, R. (1988). Job analysis: A practical guide for managers. London IPM.

Phillips, J. M. (1998). Effects of realistic job previews on multiple organizational outcomes: a meta-analysis. *Academy of Management Journal*, 41, 673 – 690.

Rao, P. S. (2018). Personnel and Human Resource Management. New Delhi, Himalaya publishing house.

Richard, R. R. Barbara, B.; Milton, R. B. and Carol, Z. M. (1981). The effects of realistic previews: a study and dimension of the literature. Personnel psychology, 823 – 834.

Robert, J. V. and Vida, S. (1990). The matching model: an examination of the processes underlying realistic job previews. *Journal of Applied Social Psychology*, 60 – 67.

Roberts, G. (1997). Recruitment and selection. London, CIPD.

Rooseveldt, T. (2000). From affirmative action to affirming diversity. Harvard business review, 107 – 117.

Sara, L. R. and Alison, E. B. (1990). Applicant attraction strategies: an organizational perspective. Academy of management review, 286 – 310.

Shore, L. M. and Tetrick, L. E. (1994). The psychological contract: an explanatory framework in the employment relationship, in Trends in organizational behaviour, 1, 91 – 108.

Steven, D. M., Vince H. and Thomas, W. L. (1992). Organizational recruiting as marketing management: An interdisciplinary study of engineering graduates. Personnel psychology, 807 – 833.

Steven, L. P. and John, P. W. (1985). A metal – analysis of realistic job preview experiments. *Journal of applied social psychology*, 706 – 719.

Talbott, S. P. (1996). Boost your campus image to attract top grads: recruitment staffing sourcebook. *Personnel journal*, 6 – 8.

Taylor, S. (2002). People resourcing. London, CIPD.

Todd, R. (2001). Nationwide speeds up hiring, increases satisfaction. Workforce.

Weekes, S. (2000). Hire on the wire, personnel today, 31 – 35.
Werbel, J. D. and Landau, J. (1996). The effectiveness of different recruitment sources: a mediating variable analysis. *Journal of applied social psychology*, 26, 1337 – 1350.
Whiddett, S. and Kandola, B. (2000). Fit for the job? people management, 30 – 34.
Wood, R. and Payne, T. (1998). Competency based recruitment and selection: A practical guide. Chichester: Wiley.
Wright, M. and Storey, J. (1994). Recruitment in J. Beard-well and L. Holden (eds) human resource management. London: Pitman.