

**INFORMATION MANAGEMENT FOR CIVIL SERVICE STAFF RECRUITMENT IN  
TARABA STATE, NIGERIA.**

**By**

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**Abstract**

*This research examined Information Management for Civil Service Staff Recruitment in Taraba State, Nigeria. . In line with this, three (3) research questions were drawn to guide the study. The study adopted descriptive survey design. Questionnaire was the instrument used to collect data which were presented in tables and analysed using frequencies, percentages, mean and standard deviation. A total of one hundred and thirty six (136) copies of questionnaire were distributed to the Staff of the Taraba State Civil Service Commission. One hundred and twenty eight (128) copies of the questionnaire were duly completed, returned, examined and found useful for analysis. Findings revealed the type of recruitment procedure being adopted by the Taraba State Civil Service and how information for staff recruitment is being acquired. The study revealed among others that the Taraba State Civil Service uses manual recruitment procedure for the recruitment of its staff. Types of recruitment procedures such as placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants were the types of recruitment procedures being often adopted by the Taraba State Civil Service. To address the situation, the research recommends among others that, there is need to automate the recruitment procedure of the Taraba State Civil Service to help reduce cost and time for both the state government and the applicants.*

**Key Words:** Information Management, Civil Service, Staff Recruitment.

**Introduction**

The success of any organization in this modern world depends on the calibre of the manpower that steers its day to day affairs. As an organization needs to succeed, survive and compete effectively in the global economy in this era of globalization, employers of labour must be in the position to propound and practice recruitment and selection of employees in the best way. Studies have shown that the human resource (HR) is the most valuable

asset in any organization whether in the public or private sector (Djabetey, 2012). The human factor is therefore fundamental to the achievement of organizational goals. When this vital asset is not properly planned for in terms of who to recruit, the quality of the people to be recruited in terms of educational qualifications, skill and experience, and effective strategies put in place to retain them; meeting organizational goals could become a mirage.

People are vital to organizations as they offer perspectives, values and attributes to organizational life. When managed effectively, the human traits can be of considerable benefits to an organization. This is so because; the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (HRM) Similar to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. Given that the primary objective of recruitment is to identify and attract potential employees. Recruitment can be defined as practices and activities carried out by an organization for the primary purpose of identifying, attracting and influencing the job choices of competent candidates. Recruitment activities are either directed towards external candidates from outside organizations or towards current employees, in which case it is called internal recruitment. Holm, (2012) remarked that recruitment is an integral part of human resources. It involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill

vacant positions in an organization. Recruitment process provides an organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies (Randall, 2007; Shafique, 2012; Mavis, 2014).

It is crucial for an organization to understand the importance of information management as it offers timely and appropriate information necessary to control the circumstance surrounding information redundancy in recruitment practice IM enables a firm to manage employees recruitment information in a more effective and organized manner (Crispin, 2014). Essentially, the advent of IM has enabled quite a number of firms to increase their efficiency in terms of reduced time in applications processing and/or the sending of confirmations, acknowledging receipt of applications by firms and providing feedback, to prospective applicants (Mary and Rex, 2013).

### **Statement of Problem**

Information management has transformed the recruitment landscape for both employers and job seekers and the efficiency with which hiring decisions can take place (Oluwagbemi & Akinsanya,

2010). It can thus be said that organizations need to manage its human resources (HR) effectively by assessing the quality and quantity of the present labour force so as to achieve the organizations objectives. The aim of every organization is to employ the most suitable personnel in order to move the organization to the next level or to beat-up the ever increasing competition in the business world. As global competition persists and organizations becoming more skill intensive, the recruitment of talent workers becomes essential (Mary and Rex, 2013), and attracting the right applicants at the right time is getting tougher than ever.

However, one of the major problems associated with Taraba State Civil Service is their mode of staff recruitment. Some of these are evidenced in the cost associated with manual recruiting, such as cost of advertising using media, time wasted during response to advertisements, wastage of paper in this process, information organisation, information redundancy, errors and bias exhibited during the selection process, makes it difficult if not impossible to recruit the best qualified applicants for available jobs into the civil service. Kuyoro, Okoli & Abel, (2012) and Shafique, (2012), supported that Manual method of recruiting

is very costly and also time consuming, due to the time wastage on sorting applicants' resumes, time taken by applicants in responding to adverts and time spent on advert in various media. It has been observed that recruitment exercise conducted in Taraba state in 2013, showed low turn out of job seekers within and outside the state despite the high number of unemployed graduate in the state due to the short timing, inadequate circulation of the advertisement, and poor information organisation by the Civil Service Commission (CSC) and the risk involved on the highway. It led to an accident which caused loss of lives and properties of some of the job seekers who were travelling from Takum to the State capital to purchase the recruitment form. Could this be as a result of lack of proper information Management by the commission?

Though research on Staff recruitment is on the increase, (Selden & Orenstein, 2011; Holm, 2012), no study seems to have been carried out to ascertain how staff recruitment information is being manage by the Taraba State civil service. It is against this background that the study intends to fill this gap, examining the recruitment practices and how the information pertaining staff

recruitment is being managed by the Taraba State civil service.

### **Research Questions**

The research is aimed at providing answers to the following research questions:

1. What types of information are being generated for the recruitment of Staff into Taraba State Civil Service?
2. How is the information for staff recruitment being acquired in the Taraba State Civil Service?

### **Literature Review**

Staff Recruitment is one of the major functions of Human Resource Management (HRM). It helps an organization to attract and select the best candidates for the organization. Staff Recruitment “includes the practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees” (Parry & Wilson, 2009). It has long been regarded as an important part of HRM as it 'performs the essential function of drawing an important resource human capital into the organization'. According to Parry and Wilson (2009), the choice of a particular recruitment procedure or strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Bratton & Gold

(2009) remarked that, organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection.

In his study about the evolution of E-recruiting, Lee (2005) makes note that the recruitment procedure follows a step-by-step sequential process. Holm (2012) research about E-recruitment and the recruitment process, illustrated a visual summarization of the traditional recruitment procedure which was adopted from various HRM sources, including Lee's version of organization performance. Holm (2012) found that the first task of recruiting is to identify the hiring needs. Once hiring needs are identified, the subtask of creating a job description, job specifications and identifying the appropriate pool of applicants is crucial. Holm's second stage of the recruiting procedure is to attract potential ideal candidates by preparing the job announcement, preceded by processing of incoming applicants and lastly, communicating with the applicant. The main changes in the recruitment process design using e-recruiting vis-à-vis the traditional paper-based recruitment process were in the

sequence of the process tasks. Unlike in the traditional recruitment process, the task of communicating with applicants and processing incoming applications was performed simultaneously with the task of attracting applicants, suggesting a major change in the recruitment process design (Mary and Rex, 2013).

Recruitment information involves a game plan which management of an organization adopts to stake out the organizations aims and objectives, market position, required skills and duties of the intended applicants, and then attract competent employees who can fill the available positions and compete successfully, conduct operations and achieve organizational goals (Thompson, et al, 2009). Excellent recruitment information will help organizations to communicate to job seekers what it is you are looking for in a candidate. The information generated helps candidates understand what the requirements are regarding work experience, education, skills and essential duties of the position” (Thompson et al 2009). And “detailed information about an advertised position is the best test of managerial excellence – and the most reliable recipe for winning in the marketplace” (Ansoff, 2014).

Information acquisition is driven by information needs and must be performed in a way that correctly addresses information requirements of the organization (Roos and Svensson, 2012). However, information acquisition is a complex function since it has to combine two opposing demands: the wide-ranging diversity of the organization’s information needs and the limitations of human attention and cognitive capacity. Furthermore, it is important to evaluate the sources of information and to constantly match sources with information needs of the organization, which in turn also has to be constantly re- examined (Choo 2002). According to Ferratt (2009), when creating information, it is important to make sure that the document contains relevant content and contextual information. This must be done in order to ensure that the transaction in question has been fully and appropriately documented, but also so that the document has value as a source of information to others. (JISC, Information Management)

### **Research Methodology**

The research method adopted for this study was quantitative research approach. The descriptive survey research design was adopted for this study due to the nature of its subject. The instrument used in collecting

data was questionnaire. The questionnaire was designed by the researcher essentially for collection of data on Information Management for Civil Service Staff Recruitment in Taraba State. The reliability of the instrument was determined using a split half technique. A total of one hundred and thirty six (136) copies of questionnaire were distributed to the Staff of the Taraba State Civil Service Commission. One hundred and twenty eight (128) copies of the questionnaire were duly completed, returned, examined and found useful for analysis. This represents 94.1% response rate.

### **Result and Discussion**

This section presented the data collected and analysed using descriptive statistics. The data analysed in this section was collected using the three (3) research questions which guided this study. Mean and standard deviation were used in the computation of the data collected and analysed in this section. The discussion was based on a benchmark mean value of twenty (20) upwards to indicate high value of the mean, and below twenty (20) downwards to indicate low value.

### **Types of Recruitment Procedures being adopted by the Taraba State Civil Service.**

The first research question was raised to find out the type of recruitment procedures being adopted by the Taraba State Civil Service. In order to answer this research question, a list of recruitment procedures was provided for the respondents to tick as many elements as possible.

**Table 1: Types of Recruitment Procedures being Adopted by Taraba State Civil Service**

Recruitment Procedures	Grade Level						Total	M	S. D
	GL 1-5		GL 6-10		GL 11-17				
	F	%	f	%	F	%			
<b>Manual Method</b>									
Identify the appropriate pool of applicant	0	0	0	0	0	0	0	0	0
Placement of Job Advertisement	12	13.33	48	53.33	30	33.33	90	30	18.00
Receipt of incoming applications	8	8.79	38	41.76	45	49.45	91	30.33	19.66
Sorting and registering of incoming applications	16	14.95	49	45.79	42	39.25	107	35.67	17.39
Pre-screening and evaluation of applicants/applications	9	10.47	30	34.88	47	54.65	86	28.67	19.04
Informing applicants about pre-screening results	8	11.59	25	36.23	36	52.17	69	23.00	14.11
Arranging interviews with shortlisted candidates	11	11.83	33	35.48	49	52.69	93	31.00	19.08
<b>Electronic Method</b>									
Identify the appropriate pool of applicant	0	0	0	0	0	0	0	0	0
Placement of Job Advertisement	0		8		15		23	7.67	7.51
Receipt of incoming applications	0	0	0	0	0	0	0	0	0
Sorting and registering of incoming applications	0	0	0	0	0	0	0	0	0
Pre-screening and evaluation of applicants/applications	1		3		4		8	2.67	1.53
Informing applicants about pre-screening results	2		5		11		18	6.00	4.58
Arranging interviews with shortlisted candidates	2		2		6		10	3.33	2.31

Table 1 indicated the types of recruitment procedures being adopted by the Taraba State Civil Service. From the table 4.5, the responses showed that placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants with mean scores of 30.0, 30.33, 35.67 and 31.0 respectively were the types of recruitment procedures being often adopted in the Taraba State Civil Service using manual recruitment method. This finding corresponds with that of Holm (2012) who revealed that most organizations adopt procedures of manual recruitment such as placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants. However, the least among the types of recruitment procedures being

adopted by the Taraba State Civil Service were that of the electronic methods such as Pre-screening and evaluation of applicants/applications with mean score of 2.67, Informing applicants about pre-screening results with mean score of 6.0, and arranging interviews with shortlisted applicants with mean scores of 3.33 respectively, These affirmed that Taraba State Civil Service adopt more of manual recruitment procedure for the recruitment of its staff. This implies that, manual recruitment tend to put pressure on people to be correct in all details of their work at all times. It leads to delay and most times, it can be easy to accidentally switch details of the applicants and end up with inconsistency and redundancy in entering the applicants' information. It also put requirement on management to run training continuously for staff to keep them motivated and to ensure they are following the correct procedures.

### **Types of Information Being Generated for Staff Recruitment in Taraba State Civil Service**

The second research question was raised to find out the type of information being generated for recruitment procedure in the Taraba State Civil Service. In order to answer this research question, a list of information generated was provided for the respondents to tick as many relevant response as possible. Table 2 presented the data collected and analysed.



**Table 2: Types of Information being Generated for Staff Recruitment**

Types of Information being Generated for Staff Recruitment	Grade Level						Total	M	S. D
	GL 1-5		GL 6-10		GL 11-17				
	F	%	F	%	F	%			
Brief job description of the Taraba State civil service	0	0	0	0	0	0	0	0	0
Job description information	5	9.26	17	31.38	32	59.26	54	18.00	13.53
Expectations of the advertised positions	3	5.66	22	41.51	28	52.83	53	17.67	13.05
Main responsibilities of the positions advertised	7	10.29	26	38.24	35	51.47	68	22.67	14.39
Required skills and competencies	10	14.49	31	44.93	28	40.58	69	23.00	11.36
Educational qualifications	12	12.63	40	42.11	43	45.26	95	31.67	17.10
Curriculum vitae of the applicants	12	12.50	37	38.54	47	48.96	96	32.00	18.03
Referee information	5	6.67	29	38.66	41	54.67	75	25.00	18.33
Others (Job Specification, Sourcing)	1	5.26	7	36.85	11	57.89	19	6.33	5.03

Table 2 showed the types of information being generated for staff recruitment in the Taraba State civil Service. The response indicated that Main responsibilities of the positions advertised, required skills and competencies, referee information, Curriculum Vitae of the applicants and Educational qualification with mean scores of 22.67, 23, 25.00, 31.67 and 32.00, respectively are the information mostly generated for staff recruitment in Taraba State Civil service. This finding corresponded with that of the International Standard Organisation (2016) and Thompson, et al., (2009). They revealed that

generating the right information will help applicants understand what the requirements are regarding work experience, education, skills and essential duties of the position”. This is to present what the organisation needs and the required skills or abilities needed to carry out the job. However, the least among the types of information generated for staff recruitment are: Job description information with mean score of 18.00, expectations of the advertised positions with mean score of 17.67, and brief job description of the Taraba State civil service with mean scores of 0.00 respectively. The findings showed that

inadequate information is being generated for recruitment in Taraba State Civil Service. Generating adequate and consistent information for staff recruitment will give precedence to the competencies that would make the most positive contribution to the civil service requirements. It will also help candidates to understand what the requirements are regarding job description, expectations, work experience, education, skills and essential duties of the position.

**Acquisition of information on Applicants**

The research question was raised to find out how the information for staff recruitment is being acquired by the Taraba State Civil Service. In order to answer this research question, a list of options was provided for the respondents to tick as many elements as possible. Table 3 presented the data collected and analysed.

**Table 3: Acquisition of information on Applicants**

Acquisition of information on Applicants	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL 11-17			
	F	F	F			
Through filling of manual application form	18	58	50	126	42.00	21.17
Through filling of online application form	0	0	0	0	0	0
Through the conduct of screening to generate more information about the applicants	2	42	47	91	30.33	24.67
Others (employee referral)	0	4	11	15	5.00	5.57

Table 3 was intended to find out how information for staff recruitment is being acquired by the Taraba State Civil Service Commission. From the table, it showed that through the conduct of screening and through filling of manual application form with mean scores of 30.33 and 42.00 are the major ways through which information for

staff recruitment is being acquired. This finding is related to that of Holm (2012) and Mavis (2014) who asserted that application forms in recruitment process allows organisation to identify excellent candidates while filtering out unwanted applications and also make it easier to reduce bias when shortlisting candidates. However, none of

the respondents indicated that online application form was used, others (such as employee referrals) with mean scores of 5.00 constitute less ways through which information for staff recruitment is being acquired in Taraba State Civil Service. This affirmed that Taraba State Civil Service uses manual recruitment procedure in the recruitment of its staff. This suggests that, applicants may have to take the risk of travelling to Jalingo (the Taraba State capital) to purchase application form instead of making it easy for the applicants and the management by designing a suitable system that can be used for such purpose.

### **Conclusion and Recommendation**

Based on the findings of this study, the researcher concluded that the Taraba State Civil Service adopted a manual recruitment procedure but there exist challenges in the way the staff recruitment information is being managed. With reference to the findings of the study, problems were identified and recommendations were made for improvement on how staff recruitment information should be managed in order to recruit and retain better employees into the Taraba State civil service.

Based on the findings of the study, the research recommends as follows:

1. There is need to automate the recruitment procedure of the Taraba State Civil Service to help reduce cost and time for both the state government and the applicants.
2. More adequate and accurate information such as expectations of the advertised positions and job description information should also be generated by the Taraba State Civil Service Commission when recruiting, to help attract more competent candidates who can contribute to moving the state forward.
3. A recruitment portal should be designed and adopted so that applicants can apply to fill the vacancies whenever it exists from any part of the world without traveling down to the state.

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