



Recruitment Practices and Turn Over Intention of Existing Staff in The Nigerian Private Organisations; A Study of Cachez Trunkey Projects.

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Abstract

In recent times, turnover has been an issue of concern to the management of organisations, it has posed devastating effect on workers performance and general organizational performance. The intent to exit an organization is spurred by several factors ranging from the recruitment process to the organizational factors. This study examines how the recruitment practices with the variables of; compliance to employee recruitment process, age of the recruited staff, qualifications of the existing staff and the experience of the recruited staff affects the intention of the staff already in the payroll of organisations to exit. Data was generated using primary source of questionnaire where a total of 109 valid response was analyzed using correlation. Secondary sources was also used to complement data raised and the study revealed that the compliance to employee recruitment process, age of the recruited staff, qualifications of the existing staff and the experience of the recruited staff affects the intention of the staff who are already employed by the organization. On this note it was recommended among others that the management must ensure that the recruitment process is followed objectively, the age and gender of those to be recruited must be put into consideration as well as the qualification and experience of those to be recruited must be made of prime importance so that it does not pose a negative effect on the existing staff of organisations.

Key words; recruitment, recruitment practices, turnover intention and Organisation

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I. Introduction

Obtaining the right caliber of persons to run organisations have been a challenging affair, so also keeping the already outsourced workforce is even more daunting and challenging. Organisations spend much to source for candidates who are suitable for available positions in the organisations, they must also invest in time, money and even recruitment to ensure that the right caliber of persons are retained in the organisations.

In the modern world with diverse challenges, workers stability is becoming an issue of concern as most workers are concerned with better job offers alongside better working environment. There has been several cases of employee turnover to a large extent, however little is given to the reason for the turnover as often times, managers are concerned with the activity of swift replacement of such employee who exited the organization, than on the reasons for the exit or for the possibility of having turnover intention.

Few recent studies have been able to relate the reasons for employee turnover and it was revealed that aside better pay, better job position, the caliber of people recruited also affects the turnover intention of existing employee. The concern for employee turnover has been on the increase across the globe, and this is because when employee exit the organizational positions, they cause a break in the production process (Bhimanatham, & Iyer, 2025), they lead to losses for organisations and even Arowolo, & Akinbo, (2022) added that they make such organisations to incur more cost in sourcing for replacement. Employee turnover equally affects psychologically the employees left behind due to the bond and relationship that has been existing. Employee turnover is the single most expensive cost an organization can bear as it has a devastating effect not just to the existing employees but the organization as a whole.

1.2 Research questions

- i. Does compliance to employee recruitment process affects existing employee's turnover intention?
- ii. Does the age of the recruited employee affects existing employee's turnover intention?
- iii. Does the educational qualification of the recruited employee affects existing employee's turnover intention?
- iv. Does the experience of the recruited employee affects existing employee's turnover intention?

1.3 Research Objectives

- i. To determine if compliance to employee recruitment process affects existing employee's turnover intention.
- ii. To establish if the age of the recruited employee affects existing employee's turnover intention.
- iii. To examine if the educational qualification of the recruited employee affects existing employee's turnover intention.
- iv. To establish if the experience of the recruited employee affects existing employee's turnover intention.

1.4 Hypotheses of the Study

H₀₁: Recruitment practices has no significant effect on existing employee's turnover intention in the Nigerian private organisations.

II. Literature Review

2.1 Recruitment and recruitment process

The basic activity of ensuring that employees are provided in the right quantity so that organisational production process can be guaranteed effectively is called recruitment (Kachi, 2024). Recruitment is the activity of sourcing and obtaining the needed persons to carry out the activity of the existing vacancies in an organization, these vacancies exists because there are no persons to occupy such positions and it creates a gap in the production process of organisations, recruitment is therefore carried out to ensure that this gap is covered (Muna, Ferdous, & Albattat, 2021).

Recruitment itself is an activity and most often times, it's a continuous process, this activity however occurs in different phases as other scholars refers to it as process, and these processes are followed basically to ensure that the activity carried out is being successful. To Kachi & Idris (2023), the activity is relative to organisations and starts from;

a. Vacancy identification being the stage where the actual vacancy is being declared, here the vacancy declared and identified usually shows that a gap exists in the discharge of a particular job function or a particular job is into being done and this has negatively affect the organization by incurring losses, slowing or delaying production or even stoppage of production.

b. Job analysis. This has two basic components, the job description and the job specification. Job description which shows the nature of job to be done, the responsibilities of the job, the expected activities to be carried out and finally, the conditions under which such responsibilities will be carried out (Isaac & Nissi 2018). Another aspect or component of job analysis is the job specification which is seen as the necessary qualities needed by a person to be able to perform the job description (Evitha, & Hernawan, 2022). Kachi & Tijjani (2023) adds that job specification specifies the skills, qualities, qualifications, experience and even personality needed by an individual to be able to carry out the job function. Job analysis is therefore the twin qualities of the conditions and activities to be done as well as who can do the activity.

c. Advertisement. In advertisement we are making public the existence of such vacancies in the organization while clearly showing the vacancy and the job analysis. Advertisement is the activity of ensuring that the existence of vacancies is being made public while inviting qualified persons to campaign for such vacancies (Sefi, 2022). Kachi & Musa (2023) narrated that advertisement, can be categorized into two, the internal, where vacancies are only made available to the members of certain organization or external where outsiders are enjoined and attracted to apply. Kachi & Tijjani (2023) further enthused that the internal and external mode of advertisement has its advantages and disadvantages and the choice of the method to use is subject to organizational policy and most times, due to the challenges inherent in both methods of advertisements, a combination of both is being made, this will enable those within the organization who feel eligible to contest for such positions can contest alongside outsiders. The choice of either of the methods has its consequences and also advantages the decision to be made is therefore left at the management level even though some nature of vacancies must be advertised internally and others must be sourced externally especially in the cases of newly established organisations.

d. Selection. Selection is equally an activity and a process, at this stage, those who indicate interest in the advertised vacancy are being scrutinized, this is because some of those who indicate interest are not qualified, some are more than qualified and some are more qualified than others (Sefi, 2022). In selection we do away with the less qualified staff and retain the more qualified staff considering their prospects. The activity of selection starts from; shortlisting, aptitude test, medical test, background checks, referees checks and interview. Selection

finally determines who is or who will be eventually selected and offered employment to take up vacant positions in an organization.

2.2 Employee turnover and turnover intention

The extent to which employee leave organisations is considered to be the turnover rate. Employees leave or exit organisations for divergent reasons and whatever be the reason, it has a positive and negative effect on the employer, employees on ground and even on the employee leaving (Yao, Mohd & Yu., 2024). When employees leave an organization, the positive effect according to Barinua & Udochukwu, (2024) is that it affords the organisation the opportunity to source for better candidate with better features, it further exposes the organization to the possibility of obtaining better ideas since new employees will bring in new ideas and the organisation will not just rely on its traditional approach to handling issues and its traditional ideas. Also when employees leave the organization, the level of wastage and loss caused by the employee is being reduced and saved as he is no longer in the production process of the organization. On the employee, turnover affords him better working condition so also on the employees left behind.

Despite the positive effect of employee turnover to the organization, employee and employees left behind, it also has some devastating consequences on all the parties mentioned. Firstly Sharma & Syal, (2022) alarmed that in recent times, employees who leave the organization are usually the good and better employees, their study revealed that 80% of employees who exit the organization are the good minds thereby leaving the less qualified staff to the organization and the organisation is therefore left with mediocre. Another consequences of employee turnover to the organization is the situation which the organization is placed as it is now forced to commence a recruitment process which most likely hasn't been budgeted for (Shibru, 2022). Equally speaking, Barinua & Udochukwu, (2024) adds that sudden exit of employee from the organization creates a gap in the production process as certain activities will not be carried out easily, the gap delays or disrupts the activity of production. The exit of staff from the organization is a signal to the organization of workers dissatisfaction with their working conditions and it is a red flag indicator to the organization and organisations could use it constructively to make adjustments in the working conditions provided to their staff. Since poor working conditions signify more reason to exit an organization, Shibru (2022) adds that if the working condition is poor, employees will only use your organization as a starting ground and will keep seeking for better offer, they will remain until a better offer is obtained. Replacing capable staff is known to be very challenging.

Secondly, employee turnover has a negative effect on those on ground, as before the exited staff could be replaces, they have to temporarily do his job, just as Yao, Mohd & Yu (2024) revealed that it exposes those on ground to the possibility of obtaining better offers outside, it affects their psychological stability considering the fact that they have established a bond with the exiting staff of the organisation. Employee exit should be avoided by managers because it serves as a source of temptation to those on ground by exposing them to the possibility of obtaining better working conditions and reminds them of nothing but the flaws in the existing organization (Cahya, 2022). Finally, the employee himself suffers consequences because he has to take time to be psychologically detached from the organization, relocate, internalize new values and adjust to new working conditions (Khan, Alam, Badar & Ahmad, 2023).

Turnover intention is the anticipated outcome that an employee will leave. It is the likelihood that employees will exit the organisation (Belete, 2018). Kim (2017) Adds that it is the intending decision to leave an organization.

2.3 Recruitment process and employee turnover intention

In as much as employee turnover and turnover intention has been an issue of concern, its causes has been more disturbing since addressing it efficiently requires a holistic approach to its causes, consequences and the control mechanism.

Turnover intention of employees can be related to several factors, we are however concerned with the nature of recruitment as the basic drive to employee turnover intention. Several studies have been able to establish strong relationship between recruitment process and employee turnover intention, this study is basically focused on five basic variables of; recruitment process, age and gender, educational qualification of the recruit and experience of the newly recruited staff and how it affects the existing staff turnover intention.

Firstly, a study by Nawardi & Berliyanti (2023), identified that employees recruited objectively through the recruitment process has the respect of those on ground unlike those who do not follow the objective recruitment process, this is argued along the lines of merit as enthused by Hassan (2014) who narrated that when employees are not recruited on the basis of merit, it tends to have a negative effect on the existing employees as those on ground will feel that those recruited subjectively are unworthy to be among them. Further to the above, bias in the recruitment process like employing persons on the basis of recommendations or based on the interest of the recruiter usually have consequences on the existing staff as it affects their moral negatively (Barinua & Udochukwu, 2024). Aside belittling the new employee, employees on ground usually have a feeling of resentment towards those who are brought suddenly to the organization, these are nothing but the little things existing

employees will do before reacting extremely even to the point of leaving the organization (Arowolo & Akinbo, 2022).

Age and gender of recruits also has an effect on the turnover intention of staffs on ground says (Akpa, & Asikhia, 2016). The age of newly recruited persons could influence the choices of staffs to either remain or the exit the organization, this is particular in multinational organisations and non-governmental organisations, whose 95% of workforce are made up of young people, employing older and elderly persons could discourage the employees already engaged from staying (Akpa, & Asikhia, 2016). So also employing females in organisations having 95% of male workforce. Male gender sensitive function could discourage employees as they could find it difficult to work among women, the reverse is also true especially when men are employed to work among women, like in some parts of the world where certain jobs are only performed by women, in some countries, job functions are gender sensitive, therefore making recruitment that violates such sensitivity of gender could affect the stability of the workforce and will promote turnover intention and even turnover (Bhimanatham, & Iyer, 2025).

Workforce turnover intention is equally affected by the qualifications of newly recruited employees, especially when the newly recruited employees possesses lesser educational qualifications (AlKandari, Alsaeed, Al-Kandari, Alsaber, Ullah, Hamza, & Alqatan, 2023). The consequences of this sometimes is that the newly recruited employees will struggle to gain acceptance into the organizational group. In a study by Hassan (2014), it was revealed that the correlation of the relationship between qualification of the recruits and the existing employee turnover intention was very strong, as respondents reveal that they often feel like leaving when persons with lesser qualifications are being recruited to join them in discharging the functions of the organization.

In a separate instance, Akpa, & Asikhia (2016) brought to light the perception of already employed staff when new persons without the necessary experience are being recruited to. Reports indicates that existing employees feel frustrated and disrespected when new employee without the necessary experience are being recruited. In another survey, Cahya (2022) narrated that employing persons with lesser experience signifies that the exiting employees will have to train or do the job of the new recruits and it will not just be frustrating but will be unfair and once employees feel unfairly treated, they tend to look elsewhere.

On the demographic factors affecting turnover intention of employee, Victoria O. A. & Olalekan U (2016) found no relationship between; Gender, Age of employee, Qualification and experience of employee on turnover intention, however the studies of Chowdhury (2015) was able to establish a strong relationship between the indices of; Gender, age and experience of employees on the turnover intention.

2.4 Theoretical framework

2.4.1 Attraction-Selection-Attrition (ASA)

This theory was propounded by Bejnamin Schneider in 1937. To this theory organisations that are able to find and recruit the rightfully needed persons with the desired knowledge, abilities and skills and in the right quantities will be better placed to obtain and handle the opportunities and threats that often arises from their operating environment as compared to their competitors who are unable to meet and have the above caliber of persons. Sefi (2022) likewise added that “the starting point of successful strategies is acquiring, retaining and developing resources of at least threshold standards and it is applied to people as a resource”.

This theory argues that an organization becomes stronger if it is able to attract the best minds into its service, then engage in several activities to select the best and then finally leave the less qualified to leave such organization such that only the best are being retained in the organization. To this study therefore if an organization is able to attract the right candidate through the objective process of recruitment, is able to objectively select the employees, there will be lower rate of turnover, even if there will be turnover, it will be the case that the lesser quality staff will be the ones exiting the organization. The good qualitative staff will always remain, this is also because there are no abuses in the recruitment process and the gender, experience and qualification of those to be recruited is given prime importance, with this therefore, it will be difficult to have a high labor turnover or turnover intention.

III. Methodology and Data Analysis

For the purpose of determining inferentially the existence or not of a relationship between the recruitment practices and the turnover intention of existing staff, the study obtained data from the usage of questionnaire and complemented it with secondary sources. Out of 125 respondents a total 109 existing staff validly responded to our questionnaire which was analysed using correlation.

3.1 Statistical test of hypothesis one using SPSS Correlation

H₀₁: Recruitment practices has no significant effect on turn over intention of existing staff in the Nigerian private organisations.

Table 1. Correlation Coefficients of Recruitment practices and turn over intention of existing staff.

Recruitment practices and turnover intention	Coefficients	(Significance)
Compliance to employee recruitment process affects existing employee turnover intention. (n=109)	.745**	.000
The age of the recruited employee affects existing employee turnover intention. (n=109)	.822**	.000
The educational qualification of the recruited employee affects existing employee turnover intention. (n=324)	.711**	.000
The experience of the recruited employee affects existing employee turnover intention. (n=109).	.704**	.010

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

* . Correlation is significant at the 0.05 level (2-tailed).

The data as presented above on the Recruitment practices and its effect on turn over intention of existing staff in the Nigerian private organisations was measured using the variables of; Compliance to the employee recruitment process, age of the recruited employee, educational qualification of the recruited employee and the experience of the recruited staff. We then conducted Pearson's correlation at 95% confidence interval and 5% confidence level 2-tailed. From the table above it is clearly revealed that the correlation matrix between the recruitment practices (age of the recruited employee, educational qualification of the recruited employee and the experience of the recruited staff) and the turnover intention of the existing staff. It is evidently clear from the results that the matrix of; compliance to the recruitment process had a magnitude of 0.745, age of the recruited employee had a magnitude of 0.822, educational qualification of the recruited employee had a magnitude of 0.711 and the experience of the recruited staff had an efficient of 0.704.

The magnitude of their response indicates a positive relationship that there is a correlation between recruitment practices and the turnover intention of existing staff. As age of the recruited staff has the highest relationship followed by compliance to the recruitment process and followed by the qualification of the recruited employee and lastly the experience of the recruited staff.

2.5 Conclusion and Recommendations

Although employee turnover intention is affected by several variables, the nature of recruitment significantly affects the turnover intention of the staff on ground. This study has been able to establish that; recruitment process, age and gender, educational qualification and the experience of employees newly recruited do significantly affects the turnover intention of the existing employees, this is revealed because, when such are compromised,, it creates an atmosphere of contempt and frustration as well as puts pressure on the existing staff, thereby influencing their choices to leave the organization. It is on this basis that we recommend that the nature of the recruitment process, must be objective, age and gender must be considered so also the educational qualifications and experience of staff to be employed must be considered and its possibility of influencing the turnover intention of the existing staff in organisations

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