

**RECRUITING AND JOB SEARCH: ISSUES ON INTERNAL AND EXTERNAL MANPOWER
RECRUITMENT FOR SUSTAINABLE ORGANIZATIONAL GROWTH IN NIGERIA**

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Abstract

In this study, the spotlight was on issues bordering in internal and external human resources recruitment in organizations. The study reviewed past works in the above areas of the research to gather necessary information. The information obtained were analyzed qualitatively. The study noted that the most commonly used system for internal recruitment is that of job posting and bidding. Also, external recruiting methods are often grouped into two classes: informal and formal. The study recommended that the first decision an organization should make in filling a vacancy is to seek current employee through internal recruiting or seek a new hire from the external labour market.

Key-Words: Recruiting, internal and external recruitment, organization, applicants, manpower, management, manager.

Introduction

Manpower recruitment is a crucial decision-making point in the establishment of the working relationships with employees. The psychological contract is established in part by the expectations that the organization and employee have of each other from early impressions, and so it is important that the best possible information flows in both directions. According to Eugene and Nic (2002) recruitment is the process of attracting a pool of candidates for a vacant position. How does the organization go about finding suitable applicants? A number of options are open to it. Altman (1995) observed that before exercising any of the options a decision will be made on whether to handle the process internally or externally. Thus, in certain situations the human resource department has the resources and competency to mount a recruitment campaign (Eugene and Nic, 2002). One might expect this to happen where the job is fairly routine and applicants are in plentiful supply, but it could apply to other situations as well. Where the internal function does not have the expertise and confidence to provide the service, reliance could be placed on an external provider. External recruitment could run concurrently with activity to advertise vacancies internally, thereby encouraging internal candidates to apply.

Internal Manpower Recruitment

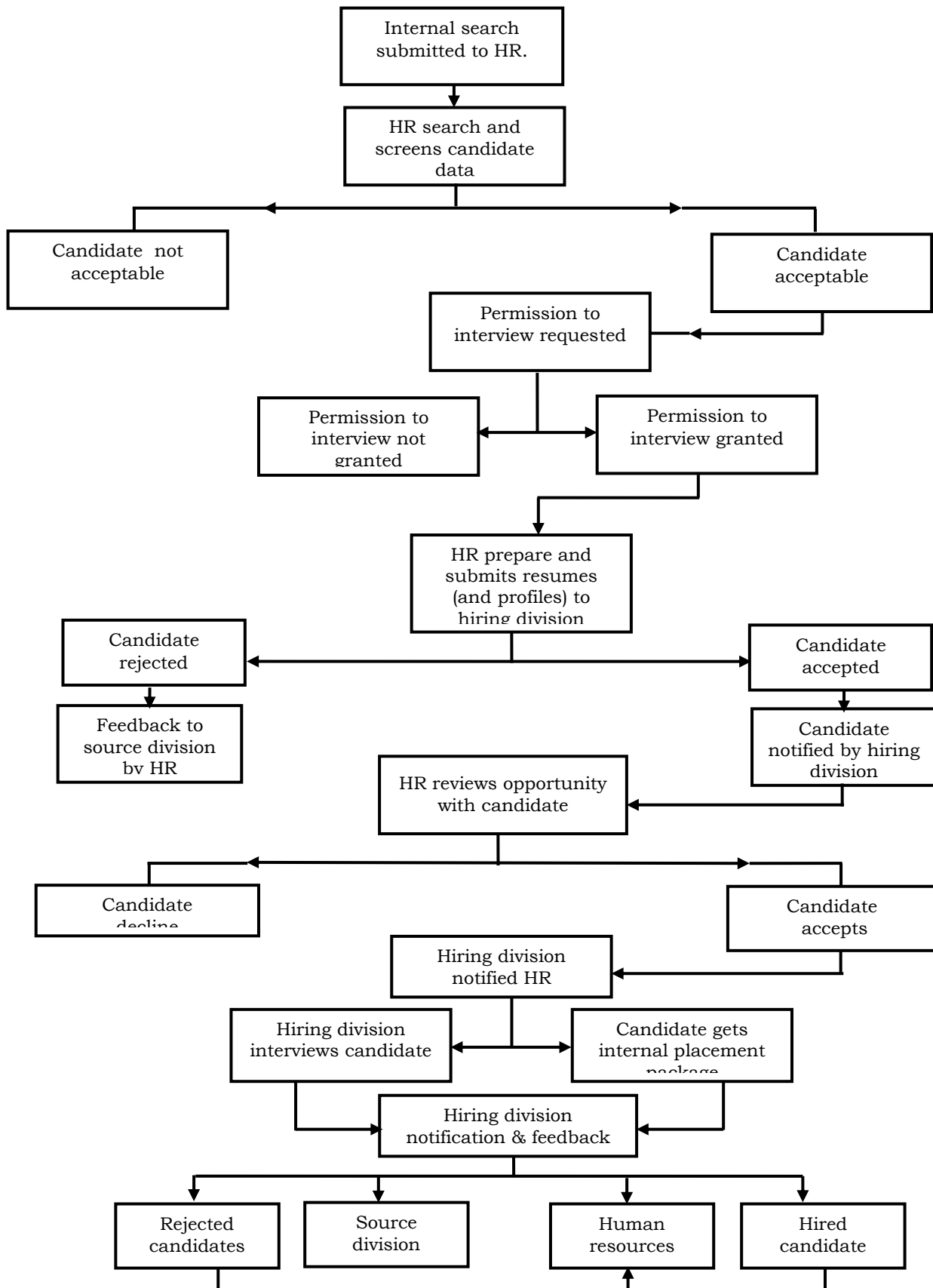
Vacancies, of course, are often filled internally. Sometimes organizations advertise all vacancies publicly as a matter of course and consider internal candidates along with anyone from outside the organization who applies. This approach is generally considered to constitute good practice and is widely used in public sector (Derek et al, 2005). However, many organizations prefer to invite

applications from internal candidates before they look to their external labour markets for new staff (Okere, 2019; Newell and Shackleton 2000). Research has proved that there are considerable advantages from the employer's perspective. (1) It is a great deal, less expensive to recruit internally, there will be no need to spend money on job advertisements or recruitment agencies. Instead a message can simply be placed in a company newsletter or posted on its intranet or staff notice-boards; (2) Cost savings and efficiency gains can be made because internal recruits are typically able to take up new posts much more quickly than people being brought in from outside; (3) Internal candidates, as a rule, are more knowledgeable than new starters coming in from other organizations about what exactly the job involves; (4) Internal candidates are also more familiar with the organization's culture, rules and geography, and so take less time to settle into their new jobs and to begin working at full capacity (Derek et al, 2005). Even if they have to place some notice in their current positions, they are often able to take on some of their new responsibilities or undergo relevant training at the same time (CIPD, 2003). Giving preference to internal recruits, particularly as far as promotions are concerned, has the great advantage of providing existing employees with an incentive to work hard, demonstrate their commitment and stay with the organization when they might otherwise consider looking for alternative employment. The practice says Brannick and Levine (2002), provides a powerful signal from management to show that existing employees are valued and that attractive career development opportunities are available to them. Failing to recruit internally may thus, serve to put off good candidates with potential from applying for the more senior positions in an organization. Frankland (2000), remarked that the main disadvantage of only advertising posts internally stems from the limited field of candidates that it permits an organization to consider. Thus, someone who fits in well is recruited; it may also very well mean that the best available candidate is not even considered. It is also important to note that most organizations fill vacancies internally whenever possible. A number of internal recruiting methods are used for different levels of jobs. Lower-level jobs such as manual and clerical jobs are often called nonexempt jobs because their incumbents are not exempt from the minimum wage and overtime provisions of the Fair Labour Standard Act (Cythia et al, 2003). These people typically are an hourly wage employees. In contract, high-level administrative, managerial, and professional employees are paid on a salary basis and are exempt from the overtime provisions of the Fair Labour Standards Act (Cythia et al, 2003). However, the most commonly used system for internal recruitment is that of "Job positing and bidding".

Internal Recruiting for Nonexempt Positions

Some small or nonunionized companies says Cynthia et al (2003) have an informal system for locating promotable employees. When openings occur; the hiring manager may rely on memory to suggest candidates or may as supervisors to recommend employees who appear qualified. The obvious drawbacks of such a system are that (1) good candidates may be overlooked, (2) favouritism may be displayed, and (3) qualified candidates may be hoarded by a supervisor who prefers to keep them in the department rather than recommend them for deserved promotions elsewhere. A more systematic method would involve the use of a skills inventory system to locate all viable candidates (Barrner, 2000). Figure 1 is an example of the many steps in an internal recruitment process in organizations.

Figure 1: Internal Recruitment Process



Internal Recruiting for Exempt Positions

James (1979), argues that posting and bidding process is relatively rare as method of internal recruiting for professional and managerial positions in the private sector, however, a few organizations have used it successfully. Therefore, organizations trying to fill vacant managerial slots might identify candidates by consulting replacement charts or by forming a nomination committee of higher managers who would pool their information to generate a slate of candidates. Researchers have observed that larger organizations, however, have found that they need a more systematic method of identifying candidates, particularly if they wish to encourage transfers across divisional lines (Cythia et al, 2003). These firms use managerial succession-planning processes and human resource information systems to locate suitable candidates.

Job Posting and Bidding

Job posting describe the positions, locations, pay rates, and qualifications and encourage all interested employees to apply. The human resource manager posts openings on bulletin boards, publishes them in an in-house newspaper, and/or posts them on the company's intranet. Employees nominate themselves if they are interested in being considered for an opening. Sharon (1994), observed that many large or unionized companies use this method, and all but the very top civil service jobs are filled internally by this method. The hiring manager and human resource representative evaluate the candidates and make the selection decision. Employees who apply but are not selected often receive feedback. This feedback loop demonstrates that the system operates in an open and fair manner and helps rejected candidates understand how to improve their qualifications for future openings (Cynthia et al, 2003). In unionized companies, says Garry (1981) the basis of selection and other details of the posting and bidding process are spelled out in the union contract. That two types of clauses are common. (1) The hiring manager will select the applicant with the most seniority if he or she is at least minimally qualified; (2) The hiring manager will select the most qualified person, but if there are two equally qualified candidates, the hiring manager will choose the one with more seniority. In nonunionized organizations, policies may state that the selection decision will be based primarily on the applicant's ability to do the vacant job and secondarily on the applicant's performance, attendance, and seniority in his or her present job (Garry, 1981). Rendero (1980) stressed that job posting serves the following purposes:

- (1) Provide opportunity for employee growth and development.
- (2) Provide equal opportunity for advancement to all employees.
- (3) Create a greater openness in the organization by making opportunities known to all employees.
- (4) Increase staff awareness of salary grades, job descriptions, general promotion and transfer procedures, and what comprises effective job performance.
- (5) Communicate organization goals and objectives, and allow each individual the opportunity to help find a personal fit in the organization job structure.

Also, Garcia (1981); Wallropp (1981); Kleiman and Clark (1984) suggest that job-posting problems include the following:-

- (1) Conflicts are sometimes created if an "heir apparent" in the department is passed over in favour of an outside candidate.
- (2) Conversely, the system may lose credibility if it appears that the successful candidate within the department has been identified in advance and the manager is merely going through the motions in considering outsiders.
- (3) The morale of the unsuccessful candidates may suffer if feedback is not carefully handled.

- (4) Choices can be more difficult for the selecting manager if two or three equally qualified candidates are encountered.

External Manpower Recruiting

Recruiting internally does not always produce enough qualified applicants. This is especially true for rapidly growing organizations or those with a large demand for high-talent professional, skilled, and managerial employees (Edwards, 1986). Therefore, organizations need external sources. Recruiting from the outside has a number of advantages, including bringing in people with new ideas. It is often cheaper and easier to hire an already trained professional or skilled employee, particularly when the organization has no immediate demand for scarce labour skills and talents (Randall et al, 1989). External sources can also supply temporary employees who provide the organization with more flexibility to expand or contract the work force than permanent employees would. A successful external recruiting effort requires careful planning and coordination. In most medium-sized and large organizations, human resource management professionals do most of the recruiting. These people says Cynthia et al, (2003) may be human resource generalists who spend some of their time performing recruitment activities or full-time recruiters who specialize in seeking and screening potential new employees. A separate recruiting function with at least one full-time recruiter tends to exist in organizations that have a continuing need to recruit a minimum of fifty to one hundred exempt employees each year (Scott, 1989). Recruiters may make hiring decisions for some lower-level jobs, but ordinarily they locate, evaluate, and then refer the most qualified candidates to the manager or sometimes the team of the unit in which the vacancy exists. This manager, called the hiring manager, makes the final hiring decision, often in consultation with other managers. In order to find the right kind of candidates, recruiters must work closely with hiring managers throughout the recruitment process. Therefore, the recruiter's first step after receiving an assignment is to meet with the hiring manager to find out more about the position to be filled (Cynthia et al, 2003). The two of them according to Robert (1985) must work out specifications in terms of what education, skills, and experience are needed and desired. Thus, throughout the recruiting process, the hiring manager should stay in close touch with the recruiter. Okere (2019) advised that the hiring manager should examine resumes or applications that the recruiter rejected during the first step. Such involvement on the part of the hiring manager allows feedback as to whether or not the recruiter's decisions are consistent with the hiring manager's preferences.

Planning for External Manpower Recruiting

Cynthia et al, (2003), asserted that before beginning the recruiting efforts, the recruiter must plan which methods to use, how intensively to use them, and when to begin recruiting to produce the required number of candidates at the time they are needed (Cynthia et al, 2003). As a rule, higher-level positions take longer to fill. Several other factors, including the following, may make recruitment more difficult or time consuming (Brannick and Levine, 2002):

1. The need for a confidential search and/or the requirement that no advertising be done.
2. A technically complex position for each qualified individuals are hard to find.
3. Competition in the marketplace for the type of candidates needed.
4. A poor industry, company, or division reputation.
5. Low pay relative to what other firms are offering to similarly qualified individuals.
6. An unclear job description or confusing reporting relations.
7. No housing assistance or relocation costs paid by the company.
8. An undesirable location.

These factors either make it difficult to locate candidates or make candidates less willing to entertain offers (Donn, 1985). Under any of these conditions, recruiters should begin the search early, consider using a wider than usual range of recruiting methods, and perhaps target nontraditional segments of the labour market. If data from past recruiting efforts are available, recruiters should calculate, for different types of positions, the average time between the first contact with an applicant and the first day on the job. Roger (1967), said such data can help in determining how far in advance to begin the recruiting process.

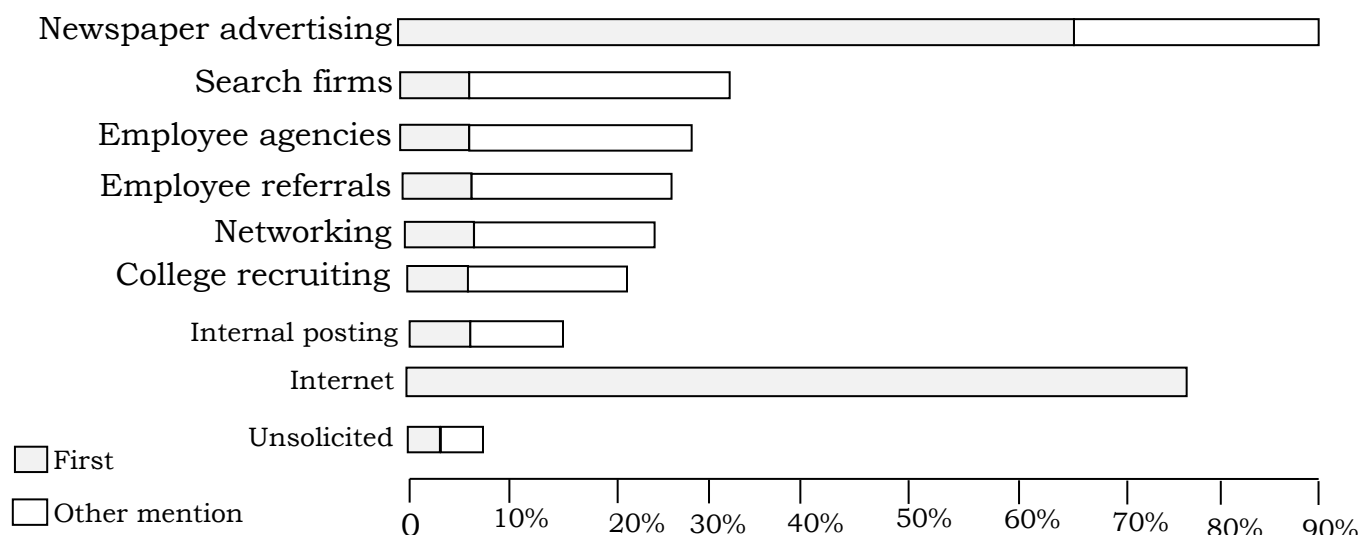
Informal Methods of External Manpower Recruitment

Cynthia et al (2003) pointed out that external recruiting methods are often grouped into two classes, that is informal and formal. Informal recruiting methods tap a narrower labour market than formal methods. Informal methods include rehiring former employees or former cooperative education students, hiring people referred by present employees, and hiring from among those who have applied without being solicited such as walk-ins or gate hires. Formal recruiting methods search the labour market more widely for candidates with no previous connection to the company.

Formal Methods of External Manpower Recruitment

Formal methods of external manpower recruitment says Cynthia et al (2003) entails searching the labour market for candidates who have no previous connection to the firm. These methods traditionally have included newspaper advertising, use of employment agencies and executive search firms, and campus recruiting. Posting job adverts on the Internet, either on the company's own site or a commercial job board has also become extremely popular in the last few years. Figure 2 depicts the primary recruiting sources used by a sample of human resource professionals.

Figure 2: Recruiting Source Use by Human Resource Professionals



Source: Based on a survey of 303 HR professionals published in "HRdatafiles, HRM; Ways Companies Find and Recruit People", HRMagazine, December 1996, p. 53. Data on internet recruiting is from "More Pros and Cons to Internet Recruiting" HR Focus , May 2000, p.8.

Historically, newspaper advertising has been the most commonly used method of recruiting. This method, which is used by virtually all organizations, accounted for 70% of recruitment advertising expenditures (Kay, 2000). Adverts placed in newspapers are accessible to everyone and thus do not discriminate against any group in disseminating information about job openings. Recruitment advertising has an obvious target, that is, people who are seeking for work, and an obvious goal, that is, attracting these job seekers to apply for a job at a particular organization. Thus, newspaper adverts, however, reach a much wider audience. Van (1978) narrated that the main

purpose of a recruitment advertisement is to generate a qualified response, that is, to produce applications from candidates who are at least minimally qualified for the job. A good advert should also make screening of applications easy by clearly telling applicants what sort of information to provide in their application package. To elicit a qualified response, the advertisement must contain enough information about the job, necessary qualifications, location, and pay rate to allow uninterested or unqualified people to make the decision not to apply. At the same time, the advertisement must attract qualified candidates by conveying a good impression of the company or division and by emphasizing the advantages of the particular job (Kay, 2000). To achieve its objectives, an advertisement must not misrepresent the job and raise unrealistic expectations in candidates. Rather, says Martin (1992); Turpin (2000); Cunningham (2000), it should clearly describe the legitimate attractions of the job.

Recruiting Targeted Group

This is directing recruiting methods to specific segments of the labour market, such as executives, new university graduates, the disadvantaged, minorities, and older workers. In each case, these groups are better served with focused methods than with generic newspaper advertising. The more carefully one can specify the group being targeted; the better aimed one's recruitment methods can be. To reach this audience, Chauran (1989) concluded that organizations use recruiting posters and place them along mass-transit routes serving the targeted groups within the sections of the city.

Recruitment Information and Resume-Tracking System

Shyles and Hocking (1990) observed that 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 (Gilbelman, 1996). Such conscientious communication enhances an organization's image, even among candidates who are eventually rejected. The recruitment information system must be able to generate reports on applicant characteristics to determine whether adverse impact is occurring or affirmative action efforts have broadened the applicant pool as intended. The statistics generated must cover the percentages of minorities, female applicants to various job categories (Scott, 1999). The recruitment information system also should be able to provide data necessary to calculate yield ratios, average time from first contact to first day on the job, and other indices helpful in planning and evaluating recruiting (Christine and Abbie, 1982). In the past few years, Baker et al (1998) noted that resume-tracking software programmes such as Restract, Recruit-soft, and Resumix have been developed to store and search resumes electronically. Resumes are either submitted by e-mail or scanned in from paper copies. An artificial intelligence programme picks out and catalogs key words from the documents. Recruiters can search their resume database for needed qualifications, and the programmes create ranked lists of potentially qualified candidates. According to Talbott (1996), U.S. Navy has adopted Resumix to help manage the more than 1,000 Internet resumes it receives every day. In recent times, more advanced hiring management systems have been developed to facilitate internal and external posting of jobs, sort and manage incoming resumes, and integrate corporate recruitment web sites with commercial job boards. Meade (2000) pointed out that some of the more frequently mentioned hiring management systems are provided by Hire.com, Hotjobs.com, Personix, Webhire, and BrassRing systems.

Job Search

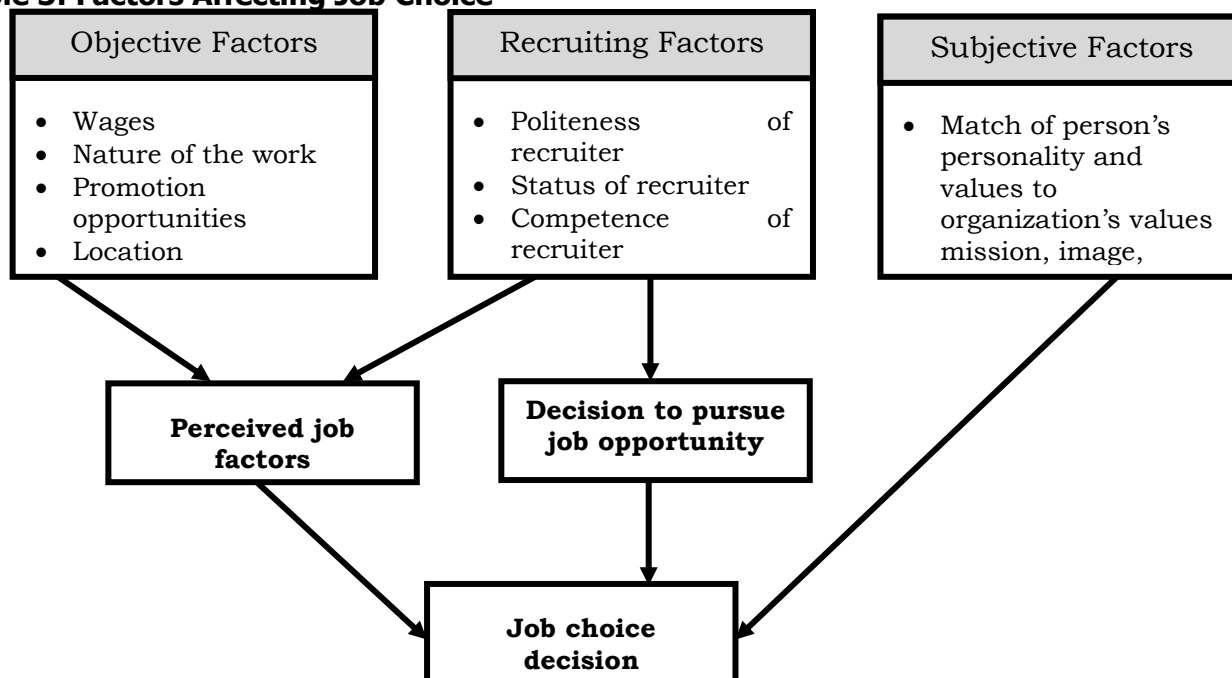
Study on the methods job seekers use to find work indicates that the majority of jobs are obtained through informal sources. A survey by Steven and Michelle (1992) determined that 60% to 90% of blue-collar employees found their jobs informally, as did 60% to 84% of managers, professionals, and technicians. Contacting employers directly that is in person, by phone, or by letter, and seeking help from friends and relatives seem to be the most effective methods of job search for many types of candidates (Michael and Philip, 1985; Bradley, 1975; Samuel and Thomas, 1993). Private employment agencies are also effective in finding jobs (Steven and Michelle, 1992). Generally, using multiple search methods, using them frequently, beginning to search for work as early as possible, making many contacts, and not interrupting one's search for a vacation or other reason all help to reduce the duration of unemployment (Dyer, 1973; Graham, 1972). Being finally insecure and/or having a family to support are also correlated with speed of job finding, probably because individuals in such situations are more likely to take the first offer they receive (Dyer, 1973).

Job Choice

There has been a fair amount of theorizing on this topic over the years. According to Cynthia et al (2003), early work in this field assumed that job offers were simultaneous and so candidates simply picked the best job. Thus, in real sense, candidates seldom have more than one or two offers at the same time. Thus, their decision process is more complicated; it is sequential rather than simultaneous. Therefore, it seems likely that job seekers "satisfies" or take the first offer that is at least minimally acceptable on all important dimensions, rather than optimize, or engage in a very long and costly search to find the best possible job (Barber et al, 1994). However, Orlando (1968), research offers three views.

1. Individuals make rational choices based on objective factors such as pay, location, and opportunity for advancement.
2. People form gut-level preferences for one organization over another based on subjective factors that they may not even be aware of.
3. Job seekers do not have enough information to differentiate on the basis of either objective or subjective factors about the company or job; consequently, they tend to be unduly influenced by certain recruiting factors, such as the interviewer's skill or politeness.

Table 3: Factors Affecting Job Choice



Realistic Job Preview

Once a new employee has been recruited and selected, says Cynthia et al (2003) he or she must adjust to the new job and organization. There may be problems at this step, as evidenced by the high rate of turnover among new hires in their first new months. One reason for the turnover may be that the job did not match the newcomer's expectations or desires (Robert 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 (Phillips, 1998). 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.

Research Method Applied

The study applied literature survey method to gather relevant information for the work. Thus, best past studies were reviewed, and analyzed qualitatively.

Conclusions

Manpower recruitment is a crucial decision-making point in the establishment of the working relationships with employees. One of the first decisions an organization in Nigeria must make in filling a vacancy is to seek a current employee through internal recruiting or seek a new hire from the external labour market. Internal and external recruiting have their own advantages and disadvantages. A company in Nigeria that chooses internal recruiting has several methods available, including the job posting-and-bidding process, nomination by superiors, and searches of the human resource information system. If an organization chooses external recruiting, it must plan carefully and may consider a wide variety of methods. Informal methods, such as gate hires and employee referrals, are inexpensive and often produce good candidates. Formal methods include recruitment advertising, either in print or on the Internet, using employment agencies, and campus recruiting. Recruitment should be planned carefully so that the correct scope and timing of activities can be undertaken. Companies 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. Also, job seekers should be given realistic job preview that will help them to select jobs they like and to reduce turnover and dissatisfaction due to unmet expectations.

Recommendations

The study recommends the following for improved internal and external personnel recruitment in Nigerian organizations.

1. The first decision an organization should make in filling a vacancy is to seek current employee through internal recruiting or a new hire from the external labour market.
2. A number of internal recruiting methods should be used for different levels of jobs.
3. When openings occur, hiring managers should ask supervisors to recommend employees who appear qualified to be employed.
4. Skills inventory system should be used to locate all viable candidates.
5. Human resource manager should post openings on bulletin boards, publish them in an in-house newspaper, and/or post them on the company's intranet.
6. Hiring managers and human resource representative should evaluate the candidates.
7. Job postings should describe the positions, locations, pay rates and qualifications and encourage all interested employees to apply.
8. In unionized organizations, the basis of selection and other details of the posting-and-bidding process should be spelt out in the union contract.
9. To fill managerial positions, companies should identify candidates by consulting replacement chart.
10. For a successful external recruitment effort, there should be careful planning and coordination.
11. Recruiter should meet the hiring manager after receiving an assignment to find out more about the position to be filled. Also, throughout the recruiting process, the hiring manager should stay in close touch with the recruiter.
12. Before beginning the recruitment effort, the recruiter must plan which methods to use, how intensively to use them, and when to begin recruiting to produce the required number of candidates at the time they are needed.
13. Before organization begin to recruit candidates, the human resource professional must have a system for tracking applicants as they move through the recruitment and selection process. Also, the recruitment information system must be able to generate reports on applicant characteristics to determine whether adverse impact is occurring or affirmative action efforts have broaden the applicant pool as intended.
14. Both informal and formal methods of external recruitment should be used. Informal methods include rehiring former employees or former cooperative education students, hiring people referred by present employees, and hiring from among those who have applied without being solicited. While formal methods include newspaper advertising, use of employment agencies and executive search firms, campus recruiting, and internet.
15. Targeted groups such as executives, new university graduates, the disadvantaged, minorities, and others should be served with focused methods than with generic newspaper advertising.
16. Organizations and recruiters need to find out which job seekers are important to most candidates and then attempt to make these factors available. Therefore, the most important and influential factors should receive the most emphasis in recruiting literature and in other communications with candidates.

17. Recruiters need to apply market research techniques to the task of selling the organization's merit to job candidates and also to improving the product they are trying to sell.
18. A firm should evaluate its recruitment process along with all its other human resource management activities.

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