

The Effect of Recruitment on Performance in Organizations: A Comparative Study Between Developed and Developing Economies

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Abstract

People are power-house as they offer values, perspectives and work towards achieving the organizations' strategic goals and objectives, human resource or rather personnel are the most indispensable assets that help to sustain the organizations in this turbulent and dynamics world of today. Organizations need people to achieve their objectives, but not all people are needed, thus, it is only through effective recruitment process organizations can have the consummate, experienced, competence, skilled and knowledgeable employees who will effortlessly executive their strategic policies for organizational performance, having these endowed workforce in the employment positions of organizations will omen a competitive advantage and edge for enhancing performance, as all other assets in organizations are imitable except the competent workforce. Hence, the broad objective was examined recruitment precepts and the influence of job analysis, interview, hiring policy on organizational performance, in comparison nature , between developed and developing countries. The study utilized available secondary data, content analysis was adopted as bases for comparison and Resource-based theory (RBT) adopted as Theoretical framework. The study concluded that there is positive significance effect of recruitment on organizational performance, however inversely in developing countries, it further recommended among others that management of organizations in developing countries should consider merit in recruitment instead of primordial factors of political patronage, acquaintance, nepotism and relationship. This will undoubtedly facilitate a pool of competent workers in the organizations, resulting in good performance results.

Keywords: Recruitment, Developed, Developing Recruitment Policy, Screening, Interview, Job Analysis, Organizational Performance, Human Resource.

1. Introduction

Consummate human resource is the most critical asset of any organization; without humans, all other functions and practices cannot perform in an organization. Human resources offer values, perspectives and strive towards achieving the strategic goals and objectives of the organization, thus, for any organization to be successful, it must recruit capable, skilled, proficient, and knowledgeable talent. This situation accords credence to the growing traction being paid to the human resource as an organizational asset. The performance of workforce work in an organization undoubtedly contribute significantly in achieving its ultimate and strategic goals. Thus, it becomes imperative for organizations within the developing states to fashion out strategy for configuring tantamount or a unique framework to obtain competent prospective employees through effective recruitment precepts for increased performance, improved quality of service and leveraging competitive advantage. This is what obtainable and practicable in developed countries, such as United States of America, United Kingdom, France and Germany. Therefore, systematic recruitment entails designing and implementing a hiring policy statement that clearly underscores procedures for job

vacancies identification, job analysis, job description, job specifications and advertisement, (Gamage, 2015) it is a critical process for implementing organizational performance; it aids the attraction, development and maintenance of a talented and energetic workforce to support organizational objectives (Ameah & Daniel, 2017). Recruitment serves as gateways to the employment of employees, for the purpose of achieving strategic goals and objectives.

However, recruitment in developing economies featured by prejudice, subjectivity and irrationality which mar the effectiveness and efficiency of the public sector, the practical issues impending effective recruitment in developing economies poised on lack of equal opportunity chance, unmerited-based selection process, and power behind the veil practices. Jorgen (2014), posits that recruitment process in many developing countries is weak, creating a space for intermediaries to charge exorbitant fees, providing misleading information in sourcing talent. This emphasizing that, some of the recruitment agents in developing economies, are not providing nonfactual and unverified information about the prospective employees to the employer, and equally misleading those prospective applicants about the employer as well. In same vein Douglas (1998), highlights that, recruitment in developing economies is conducted through the informal channels of family, friends and community members who have already floated the system leading to inefficacy and mediocracy. This is the practical incidence taking place in developing economies, where cohorts and cronies are prioritized over competency, skills and knowledge. Carling (2015) admits that, the entire recruitment process in developing economies is opaque, lacking clear transparency to prevail equity, fairness and justice in advertising the existing vacant positions. This has brought about domination of service by the privileged tribes or region, leading to polarization and mistrust among the polity. Therefore, a recruitment process based on irrationality precepts may give prospective recruits an unfavorable impression of the organization, which poses inimical impact on their future working relationships, it equally send an improper message to successful applicants, who may arrive at work with a stained opinion about the organization (Chartered Institute of Personnel Development [CIPD], 2024). Therefore, the expectation is that recruitment process ought to be consistent with peculiar traits of the country, industry and most importantly, the overall organizational strategy, vision, and values that will attract competent personnel for optimum performance.

Adopting an apt recruitment procedure, acquaint the personnel management to ensure the prospective employees have the necessary abilities, competencies, good attitudes to occupy vacant positions and the personality to fit into the organization's culture. When the proper are hired, the effectiveness and efficiency of the organization are sacrosanct, thereby, ensuring retention strategies are effective in order to entice the newly employed to stay longer in the service of the organization and forestall possible brain drain and attrition.

Therefore, the focus of this research study hinge on conducting comparative study between developed and developing economies, juxtaposing employee recruitment processes, with the view to ascertain the influence of recruitment process on organizational performance and deduce lessons for developing countries to learn, more especially Nigeria on job analysis, job interview, screening and hiring policy.

Objectives of the Study

The broad aim of the study is to ascertain the effective of recruitment on organizational performance, through a comparative study between developed and developing economies for the purpose of deducing lessons to learn while the specific objectives are to;

1. Ascertain the impact of job analysis on organizational performance in developed and developing economies.
2. To explore the effect of job interview on organizational performance in developed and developing economies.
3. To study the influence of hiring policy on organizational performance in developed and developing economies.

Research Questions

The following research questions were raised in order to guide the research study towards obtaining factual and verified data on the research study for conducting scientific comparative analysis on the effect of recruitment process towards organizational performance between developed and developing economies. Viz;

1. To what extent job analysis affect organizational performance in developed and developing economies
2. How has job interview affects organizational performance in developed and developing economies.
3. How has hiring policy affect the organizational performance in developed and developing economies.

Significance of the Study

Plethora studies have been carried out on the effect of recruitment on organizational performance but emphasis has not been given much on comparative study which features one of the significance of the current study, as it focuses to conduct comparative study between developed and developing economies with the view of bridging the gaps left by other studies, which specifically, restricted their studies either on developed countries or developing countries, while current study aims to make a juxtaposition on the effect of recruitment on organizational performance between developed and developing economies for deducing lessons to learn in order to bridge the vacuum left by other research study, in order to add knowledge to the existing literature. The study of Musa (2024) on “ Assessing the effect of recruitment on the performance of organization in Zenith Bank. The study restricted on single banking institution in Nigeria, and the method of data collection was interview method, whereas the current study focuses on comparative study on effective recruitment between developed and developing economies, and content analysis was used for juxtaposition in order to draw valid conclusion. In same vein the study of Josephina, (2024), on the “influence of effective recruitment process and organizational performance in USA. The study adopted mixed method research design, both interview and questionnaire were utilized in sourcing data, and the findings proved significant effect between recruitment and organizational performance. Yet, the study has left gap for the current study to fill, because it restricts on developed country only, while current study focuses on both developed and developing countries and secondary data will be used to make the juxtaposition.

The specific justifications are:

- i. The study will contribute to the existing body of knowledge nexus to the topic of the study, effect of recruitment on organizational performance.
- ii. It will equally broaden the frontier of knowledge of the policy makers in Nigeria, by learning the recruitment principle in developed economies which is not obtainable in Nigeria, in order to mend the inconsistency.
- iii. It will contribute in availing needed knowledge regarding recruitment principles in developed economies to the personnel management of Nigeria and other developing states to learn lesson on how rational recruitment is being conducted in countries like, U.S.A. U.K, Germany etc.

Literature Review

In this section the research will conceptualize the key variables in the study posited by different pundits in order to lay a clear construe, however, the section will review some related theories and adopt the most suitable to be the theoretical framework for guiding the study.

Concept of Recruitment

Recruitment is the systematic process of scouting, attracting the prospective talents to apply for the available vacant job positions in organization for the purpose of achieving strategic goals and objectives. However, other scholars have offered distinct views on the concept of recruitment; Hamza (2021) sees recruitment as the process of onboarding the prospective employees based on competency and merit into the service of an organization for the purpose of carrying out the strategic goals, purpose to achieve final result. Bature (2019). Posits that, recruitment is what management undertakes to build a pool of competent candidates for available jobs. It equally views as the process of creating a pool of qualified individuals who apply for jobs at organization, from which only those with the most relevant experience and qualifications are chosen. (Adeyemi et al, 2015). Therefore, the technique of locating and seeking to acquire job prospects who are properly qualified and susceptible to filing openings in employment positions effectively begins with publicizing current vacancies. The goal is to persuade them to apply for the job opening. However, Cooper & Sheena, (2023) view recruitment a set of activities and processes use to assemble a satisfactory number of qualified candidates at the right time and place so that the individual and the organization may make the best decision for themselves.

In same vein Nigerian Institute of Personnel Management (CIPM, 2017), described recruitment as “the means of determining and attracting or stimulating people with the required experience, abilities, qualifications, and characteristics (potential job candidates) to apply for current or outlined unoccupied positions in the organization by letting them know that such career opportunities exist by letting them know that such career opportunities emerge". Therefore, the goal of recruiting according to Stoner, Freeman and Gilbert (2015), is to offer a big adequate pool of candidates for the management to choose the competent person they require.

Concept of Job Analysis

Job analysis simply refers to the method of obtaining and evaluating information about the contents and required qualifications of tasks, as well as the setting in which they are accomplished. The method is used to examine job placements, and the course of action in this domain is undertaken by department of personnel management. However, many pundits have posited their views on the concept of job analysis, Bature (2019), sees job analysis as a set of duties allocated to a certain individual, it involves the procedure of establishing and documenting all relevant information related to the evolution of a particular occupation, such activities involved, the knowledge and expertise establish obligated to accomplish the employment and all the accountabilities associated with the job, and the competencies needed to effectively handle the work. Therefore, Job analysis distinguishes one employment from the next for avoiding complexity ambiguity in spelling out roles, nature and responsibilities. It is however equally contended that, job analysis is a brief report written by the personnel manager hinting the management regarding the need for the conduct of recruitment as a result of the existing vacancies that need to be occupied, which the positions are very imperative to the effectiveness and efficiency of the organization and enhanced performance, entailing the details of job description and specifications for the purpose of convincing the management for their nod approval. Hamza, (2024).

Hence in same vein it is described as a written document that explains the tasks to be completed as well as the capabilities, experience, and competencies required to complete each employment, includes a description that specifies the position’s responsibilities, requirements, decision-making, connections, monitoring received/exercised, and influence. Abubakar, (2020). Therefore, job analysis is concisely encapsulating as a mini-report draft by the personnel manager to highlight the employment situation for the purpose of having accurate audit of employees to ascertain existing vacant job positions to fill in.

Concept of Interview

This simply refers to the physical interactions between employer and employee in order to assess the creativeness, capability, behaviour and competency of the prospective employee towards a certain job position. However, different scholars have viewed the concept in their conceived manner. Hamza, (2022) views Interview as a face-to-face interaction between prospective employees and employer where questions are asked and answers are given for assessing competency of applicants. This highlights, the importance of setting an interview in the organization for both employee and employer to meet for physical discussion. While, Newel & Tansley (2001) conceive Interviews as the most frequent method of staff selection. In same vein, Wairimu & Kamara (2018), posit that the objective of the selection interview is to gather as much information as feasible and then use that information to make a decision. Therefore, this highlighting that, it is through interview exercise, most relevant information excerpted about the prospective employees by the employer. Therefore, Dipboye (1992) postulates that Interviews involve cognitive processes including biases and heuristics impacting selection outcomes. Huffcutt & Arthur (1994), averred that structured interviews enhance reliability and validity in candidate evaluation, while Abubakar (2024), views unstructured interviews as the vague exercise of obtaining relevant information about the interviewee which poses complexity and biases.

Concept of Hiring Policy

This simply refers to the informed framework of onboarding new talent into an organization for achieving strategic goals and objectives that meets job requirement needs. However, in light of this, numerous scholars have conceptualized the hiring policy in their distinct construe. Boscal (2015), sees hiring policy as framework that specifies employment goals and provides framework for implementing recruitment, shaped by organizational context. While, Cole et al. (2018), view hiring policy as a statement of behavioral philosophy influencing decisions; hiring policies guide merit-based selections. However, Armstrong (2016)

posit that effective hiring policies ensure alignment with organizational strategy to attract competent personnel. And Gamage (2015), noting that hiring policies outline procedures for job analysis, descriptions, specifications to ensure systematic recruitment. In same vein Stanciu & David (2020) averred that, hiring policies contribute to organizational success by ensuring recruitment of qualified, fitting candidates.

Concept of Performance

Performance as a concept has been explained in different ways. According to Yusof and Shafoei (2010). It sees as based on process perspective, performance as process involving the transformation from inputs to outputs in order to achieve a specific set of objectives. Hamid et al (2027). Seen performance from both individual and an organizational standpoint. Organizational effectiveness. According to Ikechukwu and Ifeanyichukwu (2027), organizational performance is defined as an organization's capacity to achieve its objectives through utilizing resources efficiently and effectively. However, Ibrahim & Primiana (2015) describe performance as the extent of an individual's professionalism transfer into the overall effectiveness and efficiency of an organization. Edli, (2020) views performance as set of components that contributes to the effective management of individuals and groups in achieving a high degree of organizational effectiveness, therefore, performance should be promoted, developed, substantiated and sustained instead of regulated. Obeidat el al, (2017). That means performance can be formulated and managed inside the framework of the organization, and the success of a corporate organization, according to Kennerly and Neely (2003), is determined by the performance measurement indicators. The term "performance" is frequently applied to a wide range of topics, from efficiency to effectiveness to improvements. According to Namada (2017), performance refers to the behaviors or acts that are seen to be important to the objectives of the organizations. Therefore, one of the most significant factors in management research is organizational performance.

Concept of Organizational Performance

Organizational performance on the other spectrum, suffers from a lack of conceptual clarity. Organizational performance may be described as a strategic and comprehensive strategy to enhancing the performance of employees and expanding the skills of teams and individual contributions to achieve long term accomplishment. Ullah & Ahmed, (2017). View it as proof of the output of an organization's members as evaluated in terms of income, profit, growth, development and enlargement. In a similar vein, organizational performance refers to an organization's capacity to achieve predetermined goals such as high profit, high-quality product, big market share, strong financial outcomes, and survivability at a predetermined period utilizing appropriate action strategies (Ekpe et al, 2015). Organizational performance may also be used to compare how well an organization is performing in terms of profit, inventiveness, and product quality compared to competitors in the organization. Hence, organizational performance is a metric that measures how successfully an organization achieves its objectives.

Theoretical Framework

The research study reviewed and adopted Resource-Based View Theory (RBV), as its theoretical framework. The theory was propounded by Barney, (1991). The core assumptions of the theory postulates that, human resources are the most indispensable assets of an organization, the need for organization to maintain its strategy and competitive advantage relies on the caliber of workforce it has in the employment of its service, every other things in organization are imitable, only competent, proficient and consummate workforce are inimitable, thus, for organization to achieve efficiency and effectiveness and enhanced performance, it has become imperative to source and obtain competent prospective employees. Human assets, according to Barney, 1997), is a source of long-term competitive advantage. This highlights the value of human capital long-term organizational success. The quality of an organization's personnel determines whether or not its goals and objectives are met (Baroukh and Kleiner, 2024). This is why an effective recruiting is still a critical component of an organizational success, thus, recruitment has two spectra; internal and external (Williamson, 2020). Internal recruiting, according to Bidwell (2011), is the most efficient way of recruitment (in terms of employee performance and resolute knowledge and abilities). Internal recruiting is when an organization recruits from within its ranks to replace vacant jobs, through promotion, transfer etc, whereas external recruitment is when persons are recruited and on boarded from outside the organization to fill in open job positions (Royal and Althausser, 2023). (Bidwell, 2021; Anyim et al, 2021). While, Hamza (2021) opined that external recruitment gives an organization competitive

advantage to source for diverse and highly proficient employees from the pool of labor who will help the organization to achieve their goals and objectives.

Therefore, the theory is relevant to this study because its assumptions nexus to the proxies of the study, which emphasizes on the need of obtaining competent and talented employee through a systematic recruitment process, in line with clear job analysis, interview that are guided by the hiring policy for the aim of enhancing organizational performance both in developed and developing economies. This is further affirmed by Armstrong (2016) that competitive advantage is gained when an organization's resources are valued, uncommon and difficult to duplicate. Therefore, resource-based view theory is deemed appropriate for comprehending a comparison study of recruitment and organizational performance, as well as the most likely juxtaposition of interviews, hiring policies and job analysis, hence recruitment and resource-based theory stresses the value of human capital in achieving long-term organizational performance, as the quality of an organization's personnel determines whether or not its goals and objectives are met. However, despite the relevance of the theory yet, other scholars have critiques on it, John, (2023) contends, resource based-view theory focuses on obtaining competent employee without prescience the dynamic organization influence. Argue (2020) posits that, resource based-view theory poised on managerial framework negating economic spectrum of the organizations.

Methodology

This chapter highlights the nature, design of the research study and equally provide basis on how data was sourced for making scientific analysis.

Research Design

The study is qualitative in nature focuses on comparative study between developed and developing economies, related to recruitment and organizational performance, for the purpose of deducing practical lessons that will enhance effective recruitment and performance of organizations in developing countries.

Method Data Collection

The study utilizes secondary sources of data, such as published and unpublished journals, articles and conferences' papers, internet materials, textbook and international reports nexus to recruitment and organizational performance both in developed and developing countries.

Scope of the Study

The purview of the study restricts on conducting comparative study on the issue of the effect of recruitment and organizational performance between developed and developing countries with a particular focus on USA, Germany, France and Nigeria, from 2021-2024. For the prime purpose of drawing lessons to improve knowledge on the effect of the research topic for enhancing organizational performance in Nigeria.

Comparative Analysis

In this chapter the study will make comparison on recruitment processes between the developed and developing countries, for highlighting the key points that to be studied by the developing countries in order improve recruitment process so as to achieve organizational performance.

Recruitment in Developed Countries:

Recruitment in developed countries has evolved significantly over the past decades, shaped by technological advancements, globalization, and dynamic labor market trends. In these economies, recruitment is not merely about filling vacancies but is a strategic process aimed at attracting, selecting, and retaining top talent to achieve organizational goals. Boxell and Purcell (2016), recruitment in advanced economies has shifted from a transactional activity to a strategic human resource function that influences organizational performance and competitiveness.

Developed countries such as the United States, United Kingdom, Germany and Canada often employ sophisticated recruitment techniques that leverage digital platforms, artificial intelligence, and predictive analytics to enhance talent acquisition. As Brewster, Chung, and Sparrow (2016) argue, "the professionalization of recruitment in developed contexts is driven by the need for high-quality personnel who can navigate complex global business environment". This has led to the widespread use of applicant tracking systems (ATS), psychometric assessment, and competency-based interviews.

Furthermore, the institutional frameworks in developed nations often promote equity, transparency, and meritocracy in recruitment practices. For instance, OECD (2020) highlights that public sector recruitment in countries like Sweden and New Zealand is anchored on fairness, openness, and equal opportunity, which ensures the best candidates are selected irrespective of background. In the private sector, firms prioritize employer branding and candidate experience as key aspects of the recruitment process (Cable & Turban, 2001; Theurer et al., 2018).

The shift towards e-recruitment and virtual hiring has also transformed traditional hiring methods. As noted by Parry and Tyson (2011), and reaffirmed by Kashi and Zheng (2021), “e-recruitment enhances reach, reduces hiring time and cost, and improves the quality of hires when integrated with human resource analytics. “Thus, recruitment in developed countries is increasingly being optimized for efficiency, inclusivity, and strategic alignment with long-term organizational needs. In summation, recruitment in developed economies reflects a blend of technological innovation, strategic human resource management, and regulatory compliance, all aimed at maintaining a competitive edge in the global talent market.

Recruitment Process in Developed Countries:

The recruitment process in developed countries is a systematic and strategic approach designed to attract, select, and retain the most qualified candidates for a job. Unlike many developing contexts, the recruitment frameworks in developed nations are often guided by data-driven decision-making, legal compliance, inclusivity, and organizational strategy. This process generally includes, workforce planning, job analysis, sourcing, screening, interviewing, selection, onboarding and evaluation.

1. Strategic Workforce Planning and Job Analysis

In developed countries, recruitment begins with a clear understanding of workforce needs align with organizational goals. Boxall and Purcell (2016), opined, that, workforce planning in developed contexts is “proactive and strategic, ensuring that human resources align with long-term business objectives”. Job analysis is conducted using tools like competency frameworks and performance metrics. This implies that, in developing countries job analysis is the prelude state of recruitment process, which aligns with vacant position, job description and job specification in order to avoid mismatch of either overstaffing or understaffing.

2. Talent Sourcing and Employer Branding

Organizations invest heavily in building strong employer brands to attract top-tier candidates. Cable and Turban (2021) emphasized that employer knowledge significantly influences a job seekers' attraction to an organization. This is even more critical in competitive labor markets like those in the U.S. or Germany, where skilled professionals have multiple employment options.

In recent literature, Theurer et al. (2018) note that, “Organizations in developed economies use integrated marketing and HR strategies to position themselves as employers of choice”, through digital branding, social media, and employee advocacy. Thus, developed countries utilize digitalized system of recruitment through the use of information and technology (IT) to source, attract and select prospective workforce in order to onboard the best candidate that possess the job requirements.

3. Digital Recruitment and E-Recruitment Platforms

Technological advancements have revolutionized the recruitment process. Developed countries widely utilize Applicant Tracking Systems (ATS), Artificial Intelligence (AI) tools, and data analytics to enhance efficiency and precision. Parry and Tyson (2011) found that e-recruitment systems in the UK significantly reduce time to hire and increase candidate quality. Kashi and Zheng (2021) further argue that, “AI- enabled recruitment systems in developed economies help eliminate bias, automate screening, and improve decision-making, though ethical consideration remain”. Averting this postulation, e-recruitment promotes equality and fairness in recruitment process. Prospective applicants are not being segregated in line with their religious, race and culture, neither the process favors few.

4. Screening and Assessment

Screening is typically merit-based and often involves standardized tools such as psychometric testing, structured interviews and behavioral assessments. Armstrong and Taylor (2020) “Structured interviews and assessment centers are prevalent in developed countries due to their reliability and predictive validity in

candidate evaluation”. Meanwhile, in developed countries, interviews poised on structured manner, where candidates' responses will be assessed based on the organizational culture, goals and objectives.

5. Legal Compliance and Diversity Practices

Recruitment in developed nations is subject to strict labor laws and equal opportunity policies. The OECD (2020) stresses that public sector recruitment across OECD countries follows principles of meritocracy, transparency, and inclusivity, which ensures equitable access to opportunities.

6. Selection, Onboarding, and Post-Hire Evaluation

Final selection decisions often rely on multi-panel interviews and reference checks. Once selected, candidates go through well-structured onboarding programs. Brewster, Chung, and Sparrow (2016) note, that in countries like Sweden and Canada, onboarding is “a continuous process that integrates new hires into the organizational culture and systems over a structured timeline.

Post hire, organizations in developed countries often assess recruitment effectiveness using KPIs such as time to fill, cost per hire, and new hire retention rates (Ulrich et al., 2012).

Recruitment In Developing Countries

Recruitment in developing countries presents a complex and evolving landscape, influenced by structural, economic, institutional, and technological constraints. Unlike in developed economies, where recruitment processes are highly systematized and technologically driven, recruitment in many developing nations such as Nigeria, Ghana, Mali etc, is often marred by limited resources, weak institutional frameworks, political interference, cultural differences, and bureaucratic representative (quota system) and informal practices. These dynamics have profound implications on the quality and transparency of the hiring process which has impeded organizational performance due to subjective recruitment exercise, that favors other influenced factors than merit.

Aslam and Sattar (2020) conceived recruitment in developing countries often “lacks standardization and is frequently influenced by nepotism, favoritism, and political patronage, particularly in public sector institution”. This assertion is averred by empirical studies across Sub-Saharan Africa, South Asia, and parts of Latin America, where recruitment decisions are occasionally based on personal connections rather than merit. This is also asserted by study of Hamza (2025) on “Effect of Recruitment and Retention Practices on the Performance of National Board for Arabic and Islamic Studies (NBAIS), which findings have shown that, recruitment in the Board was based on political patronage, cultural differences, and sectional preference which has a significant setback on the performance of the organization.

In the Nigerian context, Okolie and Irabor (2017) emphasizes that “the recruitment system in many developing countries is still plagued by a mismatch between job requirements and employee competencies, due to poor planning, weak HR departments, and inadequate technology”. This problem is exacerbated by limited access to modern recruitment tools such as applicant tracking systems (ATS) and predictive analytics. The recruitment system in public sector in Nigeria is based on bureaucratic representative where every region will have representatives in order to promote sense of equality, justice, fairness and promote national cohesion, however, this policy tends to favor the disadvantaged regions, while impending meritocracy in the process of recruitment. (Hamza, 2025).

However, there is growing evidence of gradual improvement, particularly with the adoption of e-recruitment in urban centers and among multinational firms. Ezejiofor and Ezenwoke (2022) noted that, “the integration of e-recruitment practices in some developing countries has enhanced reach and efficiency, though its implementation remains inconsistent due to infrastructural deficit and digital illiteracy”.

Recruitment in developing countries also faces challenges related to inclusivity, gender equity, legal enforcement and power behind the veil influence. The International Labour Organization (ILO, 2021) observed that “many developing economies lack robust regulatory frameworks to enforce fair recruitment practices, leaving room for discrimination and exploitation, particularly in informal sector”. However, in view of this, the inconsistent practice related to recruitment in developing economies does not relies on informal sector solely but also the formal sector, especially the public sector, that often favors sectionalism, religious lens and regional differences, political patronage over meritocracy (Hamza, 2025).

Despite, these constraints, global trends and international partnerships are pushing developing countries toward reform. The United Nations Development Program (UNDP, 2020) advocates for merit-based, transparent, and accountable recruitment practices as essential to strengthening governance and institutional capacity in these regions.

Recruitment Process in Developing Countries

The recruitment process in developing countries is often characterized by a mixture of formal and informal practices, shaped by socio-political realities, institutional weakness, limited technological infrastructure, power behind the veil, political influence and labor market volatility. While efforts to professionalize recruitment are underway, the process frequently deviates from global best practices due to systematic constraints and informal miasma, such as nepotism, sectionalism, religious inclinations and political patronage.

1. Human Resource Planning and Job Analysis

In many developing countries, recruitment often begins without a structured human resource planning, this has led to redundancy in public institutions, especially in Nigeria due to mismatch of workforce culminating in overstaffing. Job analysis and manpower forecasting are either poorly implemented or entirely absent. As noted by Okolie and Irabor (2017), “organizations in developing nations rarely align recruitment with strategic human resource planning, resulting in overstaffing or underemployment in key areas”. This problem is compounded by the absence of reliable labor market data, which undermines evidence-based hiring. Angolla and Ongori (2010) observed that “lack of labor market intelligence in many African countries hinders effective job matching and recruitment”.

2. Talent Sourcing and Advertisement

Recruitment sourcing methods in developing countries still rely heavily on traditional media, such as; notice boards, personal networks, political patronage, acquaintance. Though online job platforms are emerging but are mostly utilized by multinational companies and blue-organizations. Ezejiofar and Ezenwoke (2022) contended that “although e-recruitment tools are gaining traction, their use remains limited to elite organizations due to internet penetration gaps and digital illiteracy”.

This reliance on informal referrals often fuels nepotism and exclusion, as hiring managers prefer candidates within their personal or ethnic circles (Aslam & Sattar, 2020). This undermines meritocracy and discourage qualified application. This is very apparent in Nigeria’s public sector where advertisement of job vacant position is rarely, its marred by the quota-system policy which favors the disadvantaged states, encouraging irregularities, promoting nepotism and derailing from merit-based recruitment precepts (Hamza, 2025).

3. Screening and Selection

Candidate screening in developing countries is frequently manual and subjective. Inadequate use of psychometric tools, poor documentation, and insufficient interviewer training compromise the fairness and accuracy of the selection process. Nwokocha and Iheriohanma (2015), “Selection criteria in public institutions are often influenced by non-performance factors such as ethnic balancing, political quotas, and socio-cultural considerations”. Moreover, assessment tools like competency-based interviews, structured testing, and background checks are inconsistently applied. This however impedes the ability of organizations to objectively evaluate and compare candidates in terms of their competency, experience, skills and educational qualifications.

4. Legal Framework and Transparency

The absence or weak enforcement of labor and recruitment laws contributes to malpractice and self-centric recruitment which tends to favor acquaintance over merit. The International Labour Organization (ILO, 2021) reports that “unregulated recruitment practices in many developing countries have led to widespread issues of discrimination, corruption, and worker exploitation”. Legal safeguards, where they exist, are often bypassed due to a lack of institutional capacity or political will. In countries like Nigeria, for instance, recruitment into public service is sometimes manipulated to serve ethnic, religious or political interests (Ayoade, 2020). This infringes precepts of equity and undermines the credibility of the process which has adverse effect on the performance of organizations, where incompetent and mediocre would at the end bombarded to discharge the responsibilities of the organizations. (Hamza,2025).

5. Onboarding and Evaluation

Onboarding procedures in developing countries tend to be weak or informal. Many new hires are left to “learn on the job” without structured orientation programs. This affects their productivity and integration. Ezeani and Oladele (2013) emphasized that “ineffective onboarding contributes to high turnover and slow adaptation of employees in African civil service systems”. Additionally, there is a lack of post-recruitment evaluation. Performance metrics and feedback loops that could inform future recruitment cycles are rarely employed. As noted by UNDP (2020) “A key weakness in developing country recruitment systems is the absence of a continuous improvement mechanism based on performance analytics”.

Data Analysis

The study being comparative in nature, has adopted content analysis for featuring the key findings on the differences between recruitment in developed and developing economies for making a valid conclusion through a table format.

Synopsis Of Recruitment Processes Between Developed and Developing Economies

S/N	Countries/Indicators	Synopsis
	RECRUITMENT IN DEVELOPMENT COUNTRIES	
1.	Strategic Workforce Planning and Job Analysis	In developed countries, recruitment begins with a clear understanding of workforce needs align with organizational goals.
2.	Talent Sourcing and Employer Branding	In the developed states, organizations invest heavily in building strong employer brands to attract top-tier candidates, for the aim of having the best, to maintain competitive edge.
3.	Digital Recruitment and E-Recruitment Platforms	It is apparent that, technological advancements have revolutionized the recruitment process. The developed countries are widely utilized applicant Tracking System (ATS), Artificial Intelligence (AI) tools, and data analytic to enhance efficiency and precision.
4.	Screening and Assessment	Screening exercise while recruiting in developed countries is typically merit-based and often involves standardized tools such as psychometric testing, structured interview and behavioral assessment, in order to obtain the consummate workforce for achieving effectiveness and efficiency.
5.	Legal Compliance and Diversity Practices	Recruitment in developed nations is subject to strict labor laws and equal opportunity policies, thus, their recruitment lies on the principle of meritocracy, transparency and inclusivity which ensures equitable access to opportunities.
6.	Selection, Onboarding, and Post-Hire Evaluation	Taking final decisions in choosing the best candidate often rely on multi-panel interviews and reference checks and once candidate is selected goes through a well-structured onboarding programs for induction so as to acquaint with organizational rules, culture, goals and objectives.
	RECRUITMENT IN DEVELOPING COUNTRIES	
1.	Human Resource Planning and Job Analysis	In many developing countries, Nigeria included, recruitment often in public service begins without a structured human resources, this has led to redundancy in the service culminating mismatch of workforce resulting overstaffing, embezzlement and inefficiency.

2.	Talent Sourcing and Advertisement	Sourcing of prospective applicants in developing countries relies heavily on traditional method, such as notice board, newspaper, radio and acquaintance and political patronage which confines public institutions from scouting the talented applicants.
3.	Screening and Selection	Prospective candidate screening in developing countries is frequently manual and subjective-based embedded by poor documentation, insufficient trained interviewers, inadequate use of psychometric tools and lack of transparency and fairness in the selection exercise.
4.	Legal Framework and Transparency	Recruitment in most of the developing countries encroach the postulations of the labour and recruitment law, resulting to favouritism, sectionalism and prejudice. In Nigeria for instance, recruitment into civil service is ought to be based on bureaucratic representative known as “quota system” principle but however, it turns out be on the bases of political patronage, acquaintance and tribalism which is promoting mistrust and resentment.
5.	On boarding and Evaluation	On boarding procedures in developing countries tend to be informal. Most of the newly employed workforce learn the work on the job without formal structured framework for guidance, this affects productivity and resulting skewing to the core value and culture of the organization.

Conclusion

Recruitment process is set of activities perform by personnel management which tends to search, attract and select the best prospective employees for the purpose of archiving organizational aims and objectives. This paper poised on comparative study explore the recruitment processes in developed economies and developing economies, for the purpose of ascertaining how both the processes affect organizational performance, which proves that, recruitment in developed economies was based on merit-based while in developing economies is based on nepotism, sectionalism and subjectivity and primordial feature.

Recommendations

- i. Based on the findings in the study, followings recommendations were offered to developing countries and Nigeria included, that, the developing countries should discard traditional method of recruitment through manual selection, and sourcing, to adopt modern way of recruitment through the use of information and technology (IT) where e-recruitment will be conducted to source talent based on their personal specifications.
- ii. Developing countries should emulate the system of merit-based recruitment, where prospective candidates will be on obtained based on their skills, experience, educational qualifications, attitude and technical know-how, these are what obtainable in the developed countries, thus, for developing countries to enhance the performance of their organizations, these ought to be adhered.
- iii. Developing countries should adhere to the effective recruitment precepts for obtaining the best candidates, through job analysis, advertisement, selecting, interview and hiring policy for the purpose of conducting effective recruitment process devoid of nepotism, sectionalism, and political patronage for the purpose of getting the best and most qualified workforce so as to achieve positive results and enhanced performance.

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