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CONCEPTUAL ANALYSIS OF GLOBAL BEST PRACTICES IN HUMAN RESOURCE MANAGEMENT: THE NIGERIAN PERSPECTIVE

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Abstract
The main aim of this study was to explore on Global best practice in Human Resource Management through effective recruitment procedures such as, identifying vacancy, prepare job description and person specification, advertising the vacancy, screening the potential candidates, Short listing, Conduct interview, select the rightful candidates and job placement which is the last decision making thereby organizational performance are increased. And Human Resource practices under the Nigerian factors. The study observed lack of patriotism and political will power among Nigerians has almost rendered human resource units so useless in both private and public sector organization. Some of the Nigerian factors that have bedeviled the smooth running of effective recruitment procedures are poor human resource planning, political interference, corruption, nepotism and favoritisms among others. Resource-Based View Theory was used to justify the global best practices in human resource which states that, competitive advantage is achieved if organization's resources are valuable, rare and costly to imitate. According to the Resource Based View, organizations should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage. Recommendations were also made.
Keywords: Factor, Global, Human resource and Practice

Introduction

Human Resource Management practices are important function of an Organization which plays vital role in recruiting competent workforce, thereby increasing Organizational productivity worldwide. According to Bibi, Khan, & Manzoor (2021) posits that, developing policies and procedures for attracting competent personnel through recruitment which aligned with the organizational core values such policies and procedures that can help organizations to achieve its goals is purely the responsibility of the Human resource management department as such, the Readiness of Human Resource is needed by both the private and public sector organizations and it shows that the competition of human resource is not only happening in the private sector but also has penetrated into the public sector. According to Gueye (2020), human resource management scope includes employees because of the importance behind human resource functions in an Organization. So also Mahbub (2020) asserts, Human Resource professionals carry on within their different Human Resource activities, mostly activities such as analyzing an Organization's competitive environment, and designing a proper strategy for new entrance and procedures in attracting qualified persons to be able to achieve Organization's goals and objectives.

The first entrance into any Organization as an employee is through the recruitment process which attracts the needed personnel to assists in achieving the Organizational objectives. According to Usmani (2020) states that, entrance for new employees in an organization at the earliest stage is through effective recruitment procedures therefore, mistakes in the recruitment activities might likely create fatal new problems for the organization in the future, therefore, the purpose of recruitment activities is to get the right and qualified people in the right vacant positions. Recruitment Procedures are vital aspect for any organizations to compete effectively through resourcing the needed Qualified Personals in the era of global competition. Effective recruitment of employees plays a crucial role towards maintaining competitive lead of organization in challenging the current contemporary changing situations (Bibi, Khan, & Manzoor, 2021). However, Zhuwao et al., (2019) posits that, finding the right employees in this challenging and demanding atmosphere is very important, human resource

(HR) must use the proper methods and effective procedures in line with global best practice in order to attract qualified job seekers. In fact, the recruitment process serves an important function since it encompasses looking for and attracting a pool of qualified job seekers using various complementary methods, as conventional recruitment tools. The recent increased in low productivity and organizational failure in Nigeria has been a source of concerned both nationally and internationally, these failure and low productivity is associated with low levels of effective recruitment procedure. Murage, Sang, & Ngure, (2018) Some of these problems are not far from political interference which has not been in line with global best practice and has negatively affected recruitment procedure, another problem is nepotism and favoritisms where employees are hired and promoted based on personal friendship and family members ignoring their competencies. Other issues are corruption, poor planning in the part of the human resource department, etcetera. These are the current factors that have hindered the smooth running of effective recruitment procedure which has undermined organizational performances especially in the developing Countries.

Despite the mayhem Organizations are determine and working hard to seek for the best possible ways to minimizes administrative cost. According to Hardini, Setyarini, & Harto (2019) the current trend is that organizations are looking for the best way possible or effective methods of reducing time wastage, efforts, and resources spent in the recruitment of employees, and at the same time to be able to sustain the quality procedures in attracting qualified applicants. However, many scholarly writing have paid more attention on recruitment procedures in private sector organization rather than the public sector organization, for instance, studies by Nee, (2018), Lully, Mahah, and Dizap, (2018). examined the relationship between recruitment procedures towards employees' performance in major corporate industries in Malaysia including service, manufacturing, mining and construction. So also, research by Taiye (2019) studied the impact of recruitment and selection towards employees' performance on corporate organizational productivity using the staffs of First Bank of Nigeria PLC. (Lagos Branch) In a similar vein, Mubarrakh (2016) studied selection techniques in recruiting staffs in an organization using staffs of Cocoa Cola of Nigeria PLC. (Benin branch). Although, there are many scholarly writings on recruitment procedures and employee performance in public sector organization in Nigeria but, it's evidently clear that, very little attention was being given to colleges of education. Based on this reason, the researcher was prompted up and motivated and carried out this study.

Literature Review
Concepts of Human Resource
Human Resource Management Unit of any organization are saddled with the responsibilities of accomplishing organizational objectives by acquiring competent workforce, training and retraining, retaining, and terminating when necessary. Mahbub (2020) asserts that, concept of human resource unit is to analyzes Organization's competitive environment, designing a proper strategies and procedures in attracting qualified persons through effective recruitment procedures in order to achieve Organization's goals and objectives. According to Usmani (2020) effective recruitment procedures in any organizations are a serious business of the Human resources units this is because, the success of any organization or efficiency and effectiveness in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment exercises. Recruitment procedures involve getting the best applicants for a job; recruitment is the process of attracting sufficient number of competent individuals with the right profile in terms of qualifications, experience, skills, knowledge and other relevant attributes to indicates their interest in working for the organization (Mahbub, 2020). Recruitment is the process of discovering and hiring the best qualified candidate from inside or outside, it is the process by which organizations locate and attract individuals to fill job vacancies. Othman et al., (2019) looks at recruitment as a set of activities for an organization to catch the attention of job applicants that have the abilities needed to help the organization achieve its goals and objectives. Similarly, Prabhu, Thangasamy, & Nauzad (2020) since recruitment procedure is a term that refer to the process of finding and attracting and choosing candidates for employment this means that, finding or attracting applicants for the employer's open positions cannot be overemphasized. As explained by Setyowati (2016) the basic purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates and this can only be done through effective recruitment processes or procedures that is in line with global best practice.

Conceptual Model
The conceptual model was adopted from Pabiakwa (2021). And further adapted to fit into the study area. The

Conceptual model is a diagrammatic representation of the relationship between the independent and dependent variables and their outcomes, and it rest upon Resource based view theory related to effective recruitment procedures as been practiced globally in order to improve Organizational productivity.

1.Vacancy Advertisement/Screening 2.Interview/Selection 3.Job Placement	→	Employee Performance
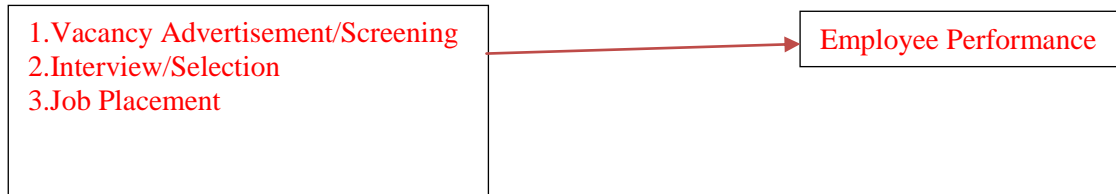
Global Best Practice of Human Resource

The Global Best Practice of Human Resource Management actually looks at recruitment from the merit system point of view, which human resource planning system is the focal point where the organization identifies areas of critical need, the number of people required, and the skill or educational qualifications required for performing the job. Although, Gueye (2020) asserts that, there is no single global best practice of human resource management however, he argued that there are some recruitment procedures that seems to gained global acceptability, hence recruitment is the main function of Human Resource Management department and the recruitment process is the first step towards making a strategic advancement for the Organization. Anwar, & Abdullah (2021) opined recruitment process includes a systematic procedure from sourcing the candidates either within (internal recruitment) the organization or outsourcing (external recruitment) which requires numerous efforts, resources, and time. However, according to Prabhu, Thangasamy, & Nauzad (2020), highlighted some of the global best practice of recruitment procedures which is to identify vacancy, prepare job description and person specification, the next is to advertise the vacancy, screening the potential candidates, Short listing, arrange interview, Conduct interview, select the rightful candidates and finally make job placement which is the last decision making.

Vacancy Advertisement

Advertising vacant post is aimed at reaching a wide range of prospective and qualified applicants whom might be willing and ready for the job. Details information about the job and qualification needed are usually displayed such that, the applicants knows what the nature of the job he/ she is applying for. Miyake (2012) states that, advertising is a powerful technique reaching a wide audience and generally a potential target markets. It is a most frequently used method and consists of a brief statement of the nature of the job and its requirements and the composition paid. One of the advantages of this method of recruitment is that there may be a large number of applicants for a few jobs, making the screening process very interesting.

Screening

Undoubtedly not all the potential candidates whom have desired to work in the organization that will be successful, some might not meet up with the job descriptions and person specifications by the human resource department. Hogg (2018) opined that, potential applicants are expected to be thoroughly screened based on the job descriptions and person specifications by the human resource department, the relevancy of the paper qualification, the class of degree, age, mode of appearances and so on and so forth, this could have prepared a level ground for an effective interview.

Interview

Interview serves as a formal exchange of facts, impression and viewpoints between a prospective employer and a prospective employee with a view to their mutual selection or parting. According to DeVaro (2018) interview actually exposes strengths and weaknesses of the candidates thereby leads in discovering the most competent candidates and probably is the most frequently used and relied on selection device. In fact, DeVaro further explained that, two main reasons why interview is conducted, the first is to assess the candidate's motivational level for the job, while, the second is to also assess how well he or she would be fit into the immediate work group. Although, not all scholars are in agreement with DeVaro. For instance, studies by Gueye (2020), & Mahbub (2020) argued that, interviews are quite popular in the selection process but, it's validity is increasingly being questioned, the extent to which the interview can quite suitably predict the right candidate(s) for the job from the pool of candidates, because of the possible biasness of the interviewers do affect their sense of judgement.

Selection/Job placement

After attracting job candidates through the recruitment process, the next step is to select from this pool those that

will be employed. Abdullah & Othman (2021) therefore, looks at selection as the process of choosing from the pool of applicants, those to be hired by the organization based on their abilities to meet the required organizational requirement and potential candidates for the job selected and placed appropriately. the global best practice of human resource is to secures competent people needed for optimum job performances and for the survival of the organization in both the short, medium, and long-term (Elwood & James, 2020).

Nigerian factors

Nigeria is the most populated black nation in the world, her citizens are known for hard work and resilience. Unfortunately, Nigeria have almost rendered her human resource units so useless in both private and public sector organization due to many factors. However, Rogers (2020) asserts that, the global best practice of human resource has not been unrealistic particularly in Nigeria. Rogers, further expatiates that, the process has been maneuvered by some bad elements through some mechanism such as; poor human resource planning, political interference, religious bigotry, ethnicity, etcetera. These factors have been a serious concerned in Nigeria thereby, has greatly and negatively affected organizational performances.

Poor Human Resource planning

Common problem in recruitment and selection is poor Human Resource planning, rigorous human resource planning converts business strategies into specific HRM policies and practices. Mahbub (2020) opined recruitment procedures are the key goal of human resource planning which is to get the right number of people with the right skills, experience, knowledge and competencies in the right jobs at the right time in the right position. Detailed and strong recruitment policies such as recruitment and selection procedures, processing criteria, talents auditing and processing the information about the labor market are important in recruiting. Past research displays that the capability level of HR managers has led to a major effect on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicant. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent human resource (Yadav, et al., 2021).

Political interference

Government controlled organizations such as parastatals also face challenges of recruitment. Political polarization has spilled over into organization. It became obvious that, politicians always influence the recruitment and selection process by referring candidates for appointment to vacant positions. The Human resources managers usually comply for fear of losing their jobs; sometimes these results in the organizations appointing under qualified personnel at the expense of qualified and experienced people. Just like nepotism, political interference has led to organizations appointing people on the basis of their political affiliation, a challenge which prospective employees face. Because of the political polarization especially in Africa between the major political parties, human resources managers experience a dilemma as from which political background should employees be selected (Altekar, Wadhwa & Uppal, 2021).

Nepotism and favoritisms

Nepotism refers to giving undue preferential treatment to friends and family members, whereas, favoritism refers to giving undeserved good support to an employee, ignoring merit Noor (2020), argues that many organizations, due to nepotism and favoritism have led to hired, promoted their friends and family members, ignoring their competencies as such, organizations hired individuals who do not merit selection due to the ongoing nepotism and favoritism. Consequently, it hurts employees' contextual, adaptive, and task performance. Similarly, Altekar, Wadhwa & Uppal (2021) Opined due to nepotism, promotions and salary increments are given to friends and family members while ignoring the deserving employees. Many organizations have an explicit or implicit policy to give preferential treatment to their closed associates, friends, and family members in hiring or promoting employees. Asserts Employees who work in such organizations believed that, they have to be related to the top management for promotions and rewards. Consequently, they tend to develop a negative attitude towards work that adversely affects their performance. Similarly studies by Altekar, Wadhwa, & Uppal (2021), posit that, Prospective employees face problems associated with nepotism and favoritisms. In recruitment and selection nepotism is defined as the practice of unfairly giving the best jobs to members of your family when you are in a position of power. In most cases in Africa, nepotism happens when those in higher management positions influence the recruitment and selection process. Yadav, et al., (2021) Top management takes advantage of their positions to secure jobs to favor friends and relatives. The organization goes through the process of advertising for a vacant post as a matter of procedure. The process of selection and recruitment is done to fulfill a requirement when a candidate had already been identified. Some candidates might not even go through the recruitment and selection process as other candidates do. Such situations make a mockery of the

recruitment and selection process.

Underpinning Theory of Human Resource Management

Interestingly, human resource management has a unique notion of a strong theoretical base which Altekar, Wadhwa, & Uppal (2021), posits that, personnel resource management appeared to have leaned heavily and contributed to the understanding of purpose and meaning personnel resource management on theories of commitment and other ideas derived from the field of organizational behavior. This research work has been constructed based on Human capital theory and Resource- Based View theory to examine the overall global best practices in human resource management and the Nigerian perspective. The central idea of human capital theory is that, employees are like machines fixed in nature, because, they possess certain qualities such as; skills, useful abilities that have genuine cost which yields profits.

The theory is concerned with "employees and their collective knowledge, skills, attitudes, abilities and experience deployed in order to boost organizational productivity through the significant contribution of employee performance which constituting a significant source of competitive advantage Altekar, Wadhwa, & Uppal further highlighted how people possess innate abilities, behavior and personal energy they bring to their work, and these elements constitutes the human capital. The human capital theory considers people as assets and stresses the investment (employee performance) people might likely bring worthwhile returns to the organizations. Armstrong asserts clearly that the human capital theory is closely linked to the Resource Based View. Johnson (2004) which explained resource-based view theory that, when organization's human resources are valuable, rare to find and difficult to imitate such organization might likely achieve competitive advantage over others. Resource Based View, emphases the need for organizations to constantly evaluate their workforce to ascertain the strengths and weaknesses stem from the caliber of the people employed and the quality of their working interactions with one another so that they have the right people with the right skills in the right places to ensure sustained competitive edge (Johnson 2004).

Conclusion

This study observed the Global best practice in Human Resource Management through effective recruitment procedures, which actually looks at recruitment from the merit system point of view, in line with sound human resource planning system that leads to identification of areas of critical need, the number of people required, and the skill or educational qualifications required for performing the job. The paper also investigated the Nigerian perspective of Human Resource practices system. The study observed many factors ranging from; poor human resource planning, lack of patriotism among Nigerians, nepotism, favoritisms and political interference; corruption, and lack of political will power among others have almost rendered human resource unit system in Nigeria so useless in both private and public sector organization.

Suggestions

The paper identified the impact of global based practice in human resource management and also, investigated that of Nigerian perspectives. Based on the findings the paper made the following recommendations:

1. All organization in Nigeria will have to adopt the global best practice in human resource in order to attract competent work force so as to achieve their desired objectives.
2. Political interferences would have to put to stop in order to provide an enabling environment for effective recruitment procedures that will be in line with global best practice.
3. Ethno-religion bigotry should as much as possible be avoided to pave way for an effective recruitment procedure increases employee performance.
4. Furthermore, employee referrals are a good source and idea, but they should be minimized because it gives room for favoritism and, at times, employment of individuals who may not contribute meaningfully to organizational output.

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