Managerial Selection and Placement as Tools of Enterprise’s Effectiveness

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Abstract: Most business organizations that are folding up in Nigeria today are victims of ineffectiveness. The vision and mission of their establishment have remained rather unattainable because they lacked capability for goal accomplishment. This is commonly found where managerial selection and placement procedures employed have been defective. Human resources remain one of the most active of all resources. To a considerable extent, it determines organizational performance. Managers in particular give enterprise the right focus and direction. This paper appraises the role of managerial selection and placement in organizational effectiveness. Selection process and problem of making the right selection, and coupled with appropriate motivational packages, it can be an enduring strategy for accomplishing enterprise’s goals and remaining relevant to all stakeholders.

Keywords: Organization, Manager, Resources

I. INTRODUCTION

Establishing a business enterprise is invariably borne out of definite mission goals and objectives. Goal attainment is a function of availability of needed human and material resources in the required quantity and quality – and appropriate combination of such resources. Where any of these ingredients is lacking, corporate goal achievement remains a mirage. The “mission-impossible syndrome” which seems characterizes most of the Nigerian business enterprises today is symbolic of managerial failure, based on inability to function effectively. The million Naira question is why do most Nigerian mangers fail? The starting point for the failure of a manager is defective selection and Placement procedure, (Akibu and Adebayo, 2001).

A manager has been destined to fail right from the beginning if the process of selection and placement is faulty Simply put, when the foundation is defective, whatever edifice is placed on it is bound to collapse sometime. Drucker (2011:13) argued that the finger is the dynamic life-giving element in every business. He contended that in competitive economy, the quality and performance of a manager determines the success of a business, and indeed its survival. Koontz et al (2008:35) said that the quality of a manager is one of the most important single determining factors for the continuing success of any organization. This gives initial support to the hypothesis that the right managerial selection and placement is the main tool of enterprise effectiveness.

Enterprises Mission/Goal and Objectives

Identification of goals and making constant reference to it, is the guiding principle to keep an enterprise in line and prevent deviation from normal track of business operation. Goals vary from one organization to another. However, the commonest goal that are applicable to almost all forms of business enterprises are survival, success and prosperity. While survival is the minimal goal, success is the maximal. Corporate objectives indicate the specified kind of results expected to be achieved in fulfilling enterprise mission and purpose. Babatunde (2004: 25) said that ideally, organizational objectives should relate externally and internally. Externally, it should relate to the desired organizational performance and results i.e. market share, growth, profitability, cash flow, return on investment, etc. Objectives give concrete meaning to the general direction indicated in the management’s mission statement.

II. STRATEGY IMPLEMENTATION AND GOAL ACCOMPLISHMENT

Koontz et al (2010: 203) said that goals set by superior managers must be looked upon as being preliminary based on what is achieved within the confines of the available resources, and considering strength, weaknesses and opportunities. They must therefore be regarded as tentative and subject to modification as the entire chain of verifiable objectives is worked out by the subordinates. This implies that implementation of program of action for goals accomplishment is the responsibility of lower level managers. Managers are expected to be innovative today for a success future performance.

Drucker (2011: 90) identified two kinds of innovation relevant in business for future prosperity, innovation in product or service and innovation in various skills and activities needed to supply them. A wrongly selected and wrongly placed manager cannot be innovative in either direction, an absence of which is a sure prediction of enterprise’s ineffectiveness and eventual failure.

Managerial Selection

Generally, selection is choosing from a number of given alternatives. In employment situation, it is decision point that
Managers are expected to make the right selection. The concept of ‘hire and fire’ is fast fading away, and being replaced with ‘hire, train and develop’. Selection generally involves assuming a pre-eminent position in managerial function. Selection is today much more crucial when managerial cadre is involved. This is because it is the same manager being selected today that will determine the success of the enterprise tomorrow. Such determination is in the form making the right staff selection, determining the appropriate combination of the various factors of production, including the developmental innovation to ensure that the enterprise floats rather than sink. Koontz et al. (2008: 535) sum of the point by saying categorically that the selection of managers is one of the most critical steps in the entire process of managing. They however agree that because the selection of managers is so important, it is an extremely difficult task. This is because wrong selection at the top level can be a far more serious mistake. In addition to incurring expenses in a wasteful manner, valuable time is so lost in making progress that would have been achieved if the right selection has been made initially.

The Process of Managerial Selection

The starting point for managerial selection is determining managerial requirements, based on enterprise manpower planning. The job requirements and the requirement of individual characteristics will follow. Personnel professionals call these two basic requirements of the job and person to do it – job description and job/man specification. They both stem from job analysis. The idea is to identify the specific demands of a job and the personal traits of the candidate to watch the job. The objective is to ensure congruity as a basis for predicting future job, performance of the candidate selected. When this has been established, the next thing is to create the awareness and stimulate the interest of potential candidates through some sort of advertisement. An appropriate medium of communication should be used to have the right response.

III. THE CONCEPT OF MARKETING IN MANAGERIAL SELECTION

Managerial selection is different from selection for general labor. It calls for portraying a favorable image of the organization to be able to attract the “right materials”.

A number of problems associated with job interviewing have been identified as factors responsible for its ineffectiveness in predicting human abilities. These include – taking too much and not listening enough; jumping to conclusion, getting to conclusion; communicating to the applicants how to have the correct responses to interview questions and failing to translate the facts heard to-the-job performance. (Drake 2012: 389-394).
14-18). If these constraints can be removed on the way of trained and experienced interviewers, the predictive ability of job interview for future performance can be facilitated with greater accuracy.

Employment Tests

As part of screening process, some organizations introduce some sort of employment tests before and after interview. Koontz et al (1980: 551) said that the primary aim of testing is to obtain data about the applicant that help to predict their probable success as managers. The most commonly used test include: intelligent tests, proficiency oral aptitude tests, vocational tests and personality tests. Among other things, tests are expected to produce the best candidate for the job, obtain a high degree of job satisfaction for the applicant and reduce labor turnover.

Like interview, the validity tests as a sole instrument of predicting job performance have not been agreed on by psychologists. At best, it is recommended that before any test is broadly used, it should be tried out on existing personnel for its validity. It should also be administered and interpreted by experts. It should not discriminate unfairly and it should be found congruent with laws and government guidelines. Matterson (2005: 8).

IV. MEDICAL CHECKS

Medical report is expected to provide a fairly reliable measure of ensuring a candidate's good health on appointment, especially if it is issued from a government hospital. Most organizations arrange for medical examination of potential candidates to be conducted by the institution or their accredited medical doctors. The aim is to minimize unauthentic medical report so as not to hire candidates with chronic health hazards. Employment interview, tests, reference checks and medical reports are basic instruments of selection in employment situation.

Managerial Selection

Managerial selection in employment situation is logically choosing from among candidates that best meets the position requirements. Koontz (2008: 546). The selection may be for a specific job opening or it may be for future managerial requirements. The right candidate may not necessarily be the most qualified or the least qualified. There is an inherent danger in both over and under qualified candidates. The former may become arrogant and thus become unproductive. Besides, needed job challenges, which is a source of motivation to him, may be lacking conversely, selecting a mediocre in the hope of cost reduction is equally or even more disastrous. Inability to perform to required expectation is an important source of frustration to both the hirer and the hired. So either way – not selecting the right candidate from starting point amount to waste of resources.

Selection Approaches

On the various approaches to be followed in the selection process, Odiome & Miller (2006: 2-10) waded through the literature, identified four, and evaluate each of them and then added their own as the fifth. The first is personal preference that may be based on hires likes and dislikes in managerial selection. The second is occupational characteristics, focusing on aptitudes. The third is behavioral approach that uses behavioral pattern to predict performance. The fourth is the background approach that assumes gaining an insight for successful selection from careers of successful managers. The subjective tendencies in the first four approaches led to the fifth, which selection by objectives. This focuses on a statement of job objectives; problem-solving objectives, and innovative or change objectives. In the view of Koontz et al (2008: 547), the selection by objective approach focuses on result rather than on more subjective evaluations, such as personal appearance, aptitudes, behavior and the background of individuals.

V. MANAGERIAL PLACEMENT AND ORIENTATION

Placement is a necessary adjunct to selection after the appointment has been offered and accepted and the hired has reported. A program of some sort of induction and orientation is made to be part of the process of placement. Some authorities distinguished between the selection and placement approaches in filling organizational positions. It had that in selection approach, applicants are sought to fill positions with rather specific requirements; in the placement approach, the strengths and weakness of the individual are evaluated, Carroll and Tosi (2007: 278-279). This is a rather technical sense of the phrase in the process of recruitment.

Generally, placement involves provision of needed facilities which include infrastructure, informational, directional and motivational – to enhance effective job performance. Information aspect of placement covers induction and orientation. For managerial positions, where technicalities are assumed based on training, exposure and experience, there is much more concentration on orientation than induction.

The acid test for the effectiveness of job analysis, job description and job/man specification is successful job performance following placement, motivation and development.

VI. CONCLUSION AND POLICY OPTIONS

Managerial selection is the foundation of effective performance of an enterprise. It should therefore be taken as a strategic management function. Selection is an act involving acquirable skills in training and retraining of professional personnel managers in the process of selecting a worthwhile investment. Common pitfalls in the process of interviewing should be guided against: interviewers talking and not listening enough, jumping to conclusions, communicating with the applicants on how to give the correct responses to interview questions, and failing to translate the facts heard on the job performance.
Making the right managerial selection and placement coupled with appropriate staff motivational packages is a worthwhile strategy to ensure managerial and entire enterprise’s effectiveness. This is the starting point for survival, success and prosperity of business organizations in Nigeria.

REFERENCES


