



## **ISSUES AND REALITIES IN EMPLOYEE JOB PLACEMENT: A SECOND LOOK**

**OKEKE RAYMOND NJELITA; CHUKWUEZI  
FRANKLIN NZUBECHUKWU; & UZOMA FELICIA  
IFEYINWA**

*Department of Business Administration and Management, Imo State  
Polytechnic, Umuagwo*

### ***Abstract***

*Institutions become organizations as work is shared and people who have requisite skills are placed on the job. This marks the emergence of management as an organizational activity. Employee job placement ensures success or otherwise of an organization. The finding of this research is that there are criteria for assessing appropriateness of employee job placement, which include passion for service delivery, interpersonal relationship, employee appraisal, meeting targets and objectives, and level of accidents and wastages incurred on the job. It was also discovered that poor orientation, poor working condition, technological changes, attitude of employee, managers style of leadership, and poor selection process are the factors that hinder employee job placement. Findings also indicate employees suffer frustration, loss of confidence, turnover and not meeting objectives due to inappropriate job placement.*

***Keywords:*** *Employee, job placement, organization, management, structure*

### **Introduction**

Employee job placement is one of the most complex and perhaps least understood elements of modern human resources management (Dessler, 2005:112). It consists of positions that have to be staffed. This is one of the first steps in organizational improvement. Analysis of organizational effectiveness requires an understanding of employee job placement within the organizational structure (Wilkinson, 2008:127). Making the wrong decision could cause problems for successful management. Problem of integrating

individuals and the organization, requires an understanding of both human and formal organization (Eglin, 2004:267; Paauwe, 2004:26). Employees have conscientious personality that is highly challenging, but are highly satisfied with their life and job.

It is from placement of employees that their efforts are coordinated, directed and guided towards the achievement of organizational goals (Ropert, 2005:172). This is an integrated part of and fundamental to, the successful operations of organization. It is the cornerstone of organizational effectiveness and is concerned with carrying out of organizational processes and the execution of work (Searle, 2003:75). A staff member capability is largely achieved by finding the right job to stretch the particular strength of each member of the organization. Technology, work place rules, and standards do not guarantee good performance but instead success depends more on placement of employees (Holbeche, 2009:48).

Therefore a good manager is the one who has sense enough to pick the right people, and place them in the right position to do what he wants done and self-restraint enough to keep away from meddling in the job while they do it (Templar,2005;31). Organizations seek to harness the abilities, competences and skills of their employees (Morchington,2008;412). The skill and experience are encouraged freely and also assist in enabling them to work with their colleagues smoothly in order to maintain proper organizational harmony (Tylon,2008:362). Success of organization never come as happy accidents, it is built through the effort of honest, responsive-reactive employees. Employees are committed to being producers of wealth and well-being by taking the action necessary through which organizational objectives are accomplished (Harrison, 2003:34).

Employee's challenge is to use their individual mind to the optimum, to make a rational decision in carrying out his work. This infinite opportunity for employee is to do whatever they know best how to do (Joinson, 2001:4). An aspect of self- fulfillment which work can provide comes from creative thought and action. Since it is impossible to be good in everything, trying to do all things maybe to please management is both complicated and wasteful. The key to failure is trying to be "jack of all trade and master of none". The future belongs to the company that appropriately placed employees where they are best suited. The focus is on, what can be done to be more productive. This

comes by unleashing individual employee's power, cross fertilization and sharing of ideas (Iyer,2009:26).

Despite the importance of employee job placement in the overall growth and survival of organizations, most managers often do not pay serious attention to it. They do not carry out orientation exercise to introduce a new employee to know what is expected of them. They believe that because an employee has worked in some other places, he can equally fit into their organization forgetting the fact that no two organizations are exactly the same. Every organization is unique in its way. What works in one organization might not work in another. Instead of familiarizing an employee with procedures and processes of their organization they rely on assumption that the employees should know what to do. Employee placement becomes so messed up that square pegs are put in round holes making it difficult for organizations to achieve objectives but rather continue to incur wastes and ultimately poor performance.

## **LITERATURE REVIEW**

Employee job placement is the process of assigning a new or an old employee to a position within his or her sphere of expertise, where the employee will have a reasonable chance of success (Dessler, 2008:42). Employee job placement is the allocation of people to the job. It is assignment or reassignment of an employee to a new or different job (<https://corear.abrdpress.com/2015/03>). Furthermore, employee job placement is a process of allocating employed individuals certain jobs that match their skills and abilities ([www.taskmanagementdivide.com/glossary/what-is-employee-placement-1.php](http://www.taskmanagementdivide.com/glossary/what-is-employee-placement-1.php)). It is important in organization because it determines the level of performance of an organization. This expresses the efficiency and effectiveness with which goals and objectives can be achieved. As it involves matching the qualifications presented and position that requires those qualifications. This determines the knowledge, skills and abilities that are required to perform on a job (Kumar and Sharma, 2001:19).

Torrington, Hall, Taylor and Atkinson (2009:341) assert that from the managerial perspective, the task of employee job placement is to understand and capitalize on each employee individually. Aligning with earlier statement, Kreitner and Kinicki, (2016:122) maintain that since, human attributes vary

along much relatively independent ability, interest, biographical sketch and the personality dimensions, which score on a variety of individual measures. It is a determination of the job to which an accepted candidate is assigned. Organizations rely heavily on employee performance for success. McGuire and McGuire (1996:1124) argue that one good practice recommends that excellent employee management is effective job placement. It also concerned with the study of the behavior of people within an organizational setting, which involves the understanding, prediction and control of human behavior within organization structure. Lazarus (1991:6) suggests that to achieve this concerns consideration of interactions, among, the formal structure, the tasks to be undertaken, the technology employed and methods of carrying out work, the process of recruitment and selection and the process of management.

Mullins (2007:8) maintains that it is the task of management to integrate individuals and organizations to provide a working environment that permit satisfaction of individual's needs as well as the attainment of organizational goals. Anders (2001:108) insists that by performing this process, an organization attempts to create an effective working environment in which there is a good match between management needs and employee qualifications. It serves as a great method of avoiding employee overload and layoff. This involves a process of assigning a specific job to each of the selected and already existing employees. Also giving jobs to employees may involve a new job or different jobs (vaghela-manisha 130 yahoo.com). This may include initial assignment of job to new employee, on transfer, promotion or demotion of the present employees. However, most people think that employee job placement is an easy venture, but it is one of the most complexities of management activities which impact on organizational performance if not properly done.

Yerkes (2001:73) maintains that employee job placement operates within the structure of jobs needs to match by an appropriate design of organizational systems and an appropriate management style. Structure is the pattern of relationships among position in the organization and among members of the organization. Kreitner (2009:84) argues that structure creates order and command through which the activities of the organization can plan, organize, direct and control. Akpala (1991:54) aligning with earlier statement asserts that the structure defines tasks and responsibilities, work rules, relationship

and channel of communication. Imaga and Ewurum (1998:55) maintain that structure creates a position in which an employee feels fulfilled. However proper structure creates gap and overlapping which most often affect employee job placement. This emerged out of improper definition of jobs. Gapping means when some part of a job is not actually assigned while overlapping explains as when one job flowing into another. Imaga (2001:183) is of the view that this situation create friction among employees and dislocate flow of work between one section and the other, as employees must relate in some structural way so their work can be effectively coordinated. This relationship if not properly structured creates a lot of complex problem of cooperation, negotiation and decision. Employee job placement runs into serious problems of structural in-balance. Within the formal structure, work is divided among its members and different jobs related to each other in such a way that employee placement will be meaningful (Mulling,2007:605, Peeling,2008:42).

## **RESEARCH METHODOLOGY**

Systematic and scientific approaches were used for the study. The research design used for the study is survey design. Survey research design was used since this study focused on employee job placement; hence the need to get primary information. The population of this study therefore is made up of 550 staff members from selected organizations in Imo state, Nigeria.

The fact that the population of this study is finite and not too large, the researcher used census enumeration method; hence, the entire population formed our sample size. Furthermore, the data collection instrument used for this study was a structured rating scale designed in the form of questionnaire developed by the researcher. The researcher used content validity method and test retest reliability. For data analysis, both descriptive and inferential statistics method were used. Descriptive statistics gave the researcher the chance to summarize large quantities of data using measures that can easily understand. It consists of descriptive statistics such as mean. Inferential statistics was used in the test of hypothesis. This consists of correlation coefficient, which reveals the magnitude and direction of relationships, and Statistical Package for Social Sciences (SPSS) software (version 20).

## RESULTS AND ANALYSIS

Here data collected were analyzed. Out of 550 questionnaires distributed, 510 were returned and used.

**Table 1:** Criteria for assessing appropriateness of employee job placement in organizations

S/N	Description	A	SA	UND	D	SD	N	$\Sigma X$	X	Dec.
1	Passion in service delivery provides grounds for assessing employee job placement	320	120	-	48	22	200	2198	11.0	Positive
2	Interpersonal relationship is one of the means for assessing employee job placement	261	113	-	79	57	200	1747	8.7	Positive
3	Through appraisal, employee job placement can be assessed	271	217	1	21	-	200	2268	11.3	Positive
4	Meeting targets and standards provide a measure for assessing employee job placement	317	167	-	26	-	200	2305	11.5	Positive
5	Level of accidents and wastages assess appropriateness of employee job placement.	106	367	3	20	11	200	2058	10.3	Positive

**Source: field survey, 2020**

From the table above, it was discovered that all the items – 1 to 5 – were all positive. This is because item 1 has a mean of 11.0, item 2 has a mean of 8.7, item 3 has a mean of 11.3, item 4 has a mean of 11.5, and item 5 has a mean

of 10.3; hence all the items have mean scores above 2.5. This implies that there are criteria for assessing appropriateness of employee job placement in organizations.

**Table 2:** Factors that hinders employee job placement in organization

S/N	Description	A	SA	UND	D	SD	N	ΣX	X	Dec.
1	Poor orientation of newly employed employees create issues in employee job placement in the organization	231	161	-	78	40	200	1995	10.0	Positive
2	Poor working conditions affects employee job placement in the organization	106	82	3	211	108	200	1399	7.0	Positive
3	Technological changes creates problems in employee job placement in the organization	231	166	-	89	24	200	2021	10.1	Positive
4	Attitude or character of employees affect job placement in organizations	179	168	-	76	90	200	1809	9.0	Positive
5	Managers style of leadership has a role to play in employees' job placement in organization	246	132	2	61	69	200	1955	9.8	Positive
6	Poor selection process affects employee job placement in organization	312	181	-	17	-	200	2318	11.6	Positive

**Source: field survey, 2020**

From the table above, it was discovered that all the items – 1 to 6 – were all positive. This is because item 1 has a mean of 10.0, item 2 has a mean of 7.0, item 3 has a mean of 10.1, item 4 has a mean of 9.0, item 5 has a mean of 9.8, and item 6 has a mean of 11.6; hence all the items have mean scores above 2.5. This implies that there are factors that hinders employee job placement in organization.

**Table 3:** Effect of employee job placement on employee performance

S/N	Description	A	SA	UND	D	SD	N	ΣX	X	Dec.
1	Frustration is an outcome of wrong employee job placement in the organization	241	211	-	46	12	200	2153	10.8	Positive
2	Loss of confidence results due to wrong job placement of employee in the organization	301	116	6	71	16	200	2145	10.7	Positive
3	Wrong employee job placement results in	224	187	-	82	17	200	2049	10.2	Positive

employee turnover										
4	Improper employee job placement makes it difficult to meet targets and objectives in organization	187	89	-	210	24	200	1735	8.7	Positive

**Source: field survey, 2020**

From the table above, it was discovered that all the items – 1 to 4 – were all positive. This is because item 1 has a mean of 10.8, item 2 has a mean of 10.7, item 3 has a mean of 10.2 and item 4 has a mean of 8.7; hence all the items have mean scores above 2.5. This implies that there is effect of employee job placement on employee performance

### Test of Hypotheses

#### Restatement of Hypothesis One

**Ho1:** There are no criteria for assessing appropriateness of employee job placement in organizations

**Table 4:** model summary for hypothesis one

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.749 <sup>a</sup>	.561	.556		.29301

Table 4 presents the coefficients of the model which shows that there was criteria for assessing appropriateness of employee job placement in organizations with beta value of 0.557 and the p value 0.000 which was less than 0.05. The results show that There are criteria for assessing appropriateness of employee job placement in organizations. This result is supported by Akpan (2015) who observed that educational background, training, appraisal, and meeting targets are used as criteria for assessing appropriateness of employee job placement in a system.

**Table 5:** coefficients for hypothesis one

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.038	.196		10.416	.000
1	.557	.052	.749	10.669	.000

SPSS results



**Restatement of Hypothesis two**

**Ho2:** There are no factors that hinders employee job placement in organization

**Table 6:** Model summary for hypothesis two

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
<b>1</b>	.593 <sup>a</sup>	.352	.345		.35610

The table 4.6 presents coefficients for the model which shows that there are factors that hinders employee job placement in organization with a beta of .586 and a p value of 0.000. Therefore, we conclude here that there are factors that hinders employee job placement in organization. Here, Achike (2017) noted that poor condition of work, poor training, style of leadership, poor technological growths etc hinder employee job placement in organization.

**Table 7:** Coefficients for hypothesis two

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>1</b>					
	<b>(Constant)</b>	1.330	.400		
		.586	.084	.593	6.951
					.000

SPSS results

**Restatement of Hypothesis Three**

**Ho3:** There is no effect of employee job placement on employee performance

**Table 8:** Model summary for hypothesis three

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
<b>1</b>	.544 <sup>a</sup>	.296	.288		.37105

The table above presents coefficients for the model which shows that there is effect of employee job placement on employee job performance with a beta of .586 and a p value of 0.000. In this case, the null hypothesis is rejected and

alternative hypothesis accepted and we conclude that employee job placement affects employee performance. Here, Alugbuo (2013) maintained that appropriate placement enhances workers commitment, professionalism, positive result and organizational growth.

**Table 9:** Coefficients for hypothesis three

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.041	.177		17.148	.000
	.292	.048	.544	6.122	.000

SPSS results

**Table 10:** Combined Coefficients (summary for all hypotheses)

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	criteria	.061	.239		.253	.801
	factors	.098	.028	.183	3.477	.001
	effect	.446	.038	.600	11.668	.000
		.430	.049	.435	8.836	.000

SPSS results

Table 4.10 further reveals that there are criteria for assessing appropriateness of employee placement in organizations (Mean 3.7033), There are factors that hinders employee placement in organization (mean, 4.73) and There is effect of employee placement on employee performance (3.6729), with all having a mean of more than 3.0.

## **CONCLUSION AND RECOMMENDATIONS**

The problem of employee and organization poor performance can easily be attributed to employee inappropriate job placement. The purpose of the research is to effect change, to influence action towards growth and survival of organizations. Essentially, job placement is needed in order to place employee where he or she is most fitted. Only on these bases will an employee be truly appraised or assessed. Findings indicate that criteria for assessing appropriateness of employee job placement include passion in service delivery, interpersonal relationship, appraisal of employee, level of accident and wastages incurred on the job. Finding shows that there are factors that hinder employee job placement in organization. These include poor orientation, poor working condition, technological changes, attitude of employee, manager's style of leadership, and poor selection process. Finding also discovers that employee job placement has effects on employee and organizational performance.

The study recommends that organizational managers take induction and orientation exercises seriously. Here, employees are made to understand what is required of them in the various positions where they are placed. Also, placement must be done based on competences, qualifications and skills possessed by employees. Lastly, periodic appraisal of performance is needed to ascertain how good each employee is doing at the various positions they occupy.

## **REFERENCES**

- Akpal, A (1991). *Elements of Management, the Nigerian experience* in Morton, Immam and OSullivan (2010). *Unlocking Human resource management*, Great Britain; Hodder publications.
- Akpan, S.E (2015). Human resources training and empowerment in Nigeria corporate business. *International Journal of Development Studies*, 2 (1), 81-90.
- Achike, L. (2017). *Organizational structure: Influencing factors and impact on a firm*. American Journal of Industrial and Business Management, 3, 229-236.
- Alugbuo, C.C (2013) *Human resources and industrial relation management*. Owerri: Credo Information System.

- Barry, M (2007). *Hidden cost of recruiting personnel today*, 19<sup>th</sup> March
- Dessler, G. (2005). *Human Resource Management*, New Jersey; Pearson Prentice Hall.
- Eglin, R (2004). *Finding staff who fit your brand*, The Sunday times, 17<sup>th</sup> October
- Harrison (2003). *Learning and Development*, London; VEDO
- Holbeche, L (2009). *Aligning Human Resources in Business strategy*, London; Butterworth Heinemann.
- Imaga, E and Ewurum, F (1998). *Business management Topics*, Enugu; Okyek publishers
- Imaga, E.U.L (2001). *Element of management and culture in organizational behaviour*, Enugu, Phyce kerex publishers.
- Iyer, R (2009). *Managing Value*, Dehli; Pearson
- Joison, C (2001). *Career management and commitment*, HR Magazine, May 2001
- Kreiter, (2009). *Management*, New York; Mc Graw Hill
- Lazarus, R.S (1991). *Emotion and Adaptation*, New York; Oxford University Press
- McGuire, J.W and McGuire, C.V.C (1996). *Enhancing self esteem by directed thinking task: Cognitive and affective positivity asymetrics*, Journal of personality and social psychology Vol 6 No 3
- Mullins, L (2007). *Management and Organizational Behaviour*, New Dehli; Pearson
- Newstrom, J (2010). *Organizational Behaviour*, New York; Mc Graw Hill
- Paanwe, J. (2004). *HRM and performance, Achieving long term viability*, Oxford; OUP
- Peeling, N. (2008). *Brilliant Manager*, Great Britain; Pearson Education
- Robertson, G (2005). *Recruitment and Selection, A company approach*, London; CIPD
- Searle, R.H (2003). *Recruitment and selection: A critical text*. Milton Keynes; Palgrave open University
- Taylor, S (2008). *People Resourcing*, London; CIPD
- Templer, R (2005). *The Rules of management*, Great Britain; Pearson Education Limited

Torrington, D; Hall, L; Taylor, S. and Akinson, C (2009). *Fundamentals of Human Resource Management; managing people at work*, Harlow; FT/Prentice Hall

Wehrich, Cannice and Koontz (2010); *Management*, New York; Mc Graw Hill

Wilkson, M (2008). *Human Resource Management at work; people management and development*, London; APD

Yerkes (2001). *Fun Works: Creating places people love to work*, San Francisco, CA; Berrett Koehler