

Age Factor in Recruitment Process and Organizational Performance of Nigeria Police Force, Taraba State Command

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Abstract

Lately, age consideration in employment has become a nightmare for most Nigerian graduates in their early thirties, as many employers of labour are now more than ever before, putting priority on an applicant's age during the recruitment process. This practice has gradually turned young Nigerians into perpetual liars as they falsify their age at every job advert, to suit the employer's requirement. Hence, it has become pertinent for human resource experts and administrators to find out if the employers' actions are motivated by scientific proof or mere assumption that one person can perform a particular job better than another due to difference in age. To achieve this objective therefore, a survey design was adopted by utilizing primary sources of data, specifically, 386 copies of questionnaires were distributed, collected, and analyzed using a bar chart depicting the frequency of occurrence in order to compare between variables used in interpreting the responses gathered from the Nigeria Police Force, Taraba State Command. The result revealed that ageism in the employment process operates powerfully at a subconscious level with the use of words like old or aged, in eliciting bias on different applicants on the basis of their age, without any scientifically proven benefit of such practice on organizational performance. Therefore, the study concluded that, ageism is not completely scientific and may be unprofessional for organization to fully deploy it in the recruitment process hence, employers should abolish the age factor in the recruitment process by embracing age diversity in order to achieve timely and unprecedented results.

Keywords: Age Factor, Nigeria Police Force, Organizational Performance, Recruitment

JEL Classification Codes: J71, K42, L25, J23

1. Introduction

The United Nations through the Sustainable Development Goals (SDGs) programme is determined to reduce all forms of inequalities by 2030 through empowerment and promotion of the economic, social, and political

inclusion of all and sundry irrespective of age, sex, disability, race, ethnicity, religion, origin, economic or other statutory consideration. In spite of this global stride, it is an unarguable fact that the Nigeria labour market is still rife with discriminatory practices, of which two stand-out, which are age and gender discrimination that are still prevalent among the country's employers of labour.

Generally, there are various factors that employers of labour consider when hiring, training, placing, compensating, promoting, and even firing worker. That could either be age wise, sex or other criteria, with some been more subtle and glaring than others in discriminating among the applicants. However, it is a difficult task to determine whether the employers' actions are motivated by mere assumption or it is scientifically proven that one person can truly perform a particular job better than other owing to difference in their age (Oruche, 2021). Who further reported that, the elderly and youthful employees sometimes experience age discrimination in the workplace. Probably because there is no specific legislation governing age discrimination in Nigeria, however, the Age Discrimination in Employment Act (ADEA) forbids age discrimination against people particularly those in their forties (40s) and older. And in Nigeria, our constitution is built on respect for fundamental human rights, which generally guarantees all citizens of Nigeria and its residents of freedom from discrimination.

For instance, Section 42 of the country's constitution specifically provides for an individual's right to freedom from discrimination. That section of the constitution states that; a citizen of Nigeria shall not be subjected to any discrimination or restriction, expressly or in application of any law or any executive or administrative act of the government just because he is such a person or be subjected to any discrimination or restriction due to his or her place of origin, sex, religion or political opinions (Nigeria Constitution, 2011). In addition, the country's labour law contains guiding principles, some of which deal with the issue of discrimination of different forms. Section 17 (3) of Chapter II of the law (Fundamental Objectives and Directives Principles of State Policy) provides that the state shall direct its policy towards ensuring opportunity for securing adequate means of livelihood, just and humane conditions of work, good health, safety and welfare of all persons in employment, equal pay for equal work without discrimination on any ground whatsoever, and prohibition of child and aged labour (Labour law, 1990).

Unfortunately, the foregoing provisions of section 17 of the law are grossly downplayed by employers of labour. In spite of the act's provisions for the protection of all employees regardless of age, sex, religion or political beliefs, and being the primary legislation governing employment relations in Nigeria, with strict restrictions for recruitment of persons categorized as a

young person, that is an applicant below sixteen years of age. Such provisions are not seen to have been recognized by the country's constitution. Hence, it is unenforceable, with many private and even public employers such as the Nigeria Police Force still considering applicants' age in recruitment.

The Nigeria Police Force is the principal law enforcement and the primary security agency in Nigeria with exclusive jurisdiction for policing the nation, having staff numerical strength of about 371,800 sprays across the 36 state commands and the Federal Capital Territory (Wikipedia, 2016). The force is grouped into seventeen (17) zones with eight (8) administrative organs. Where recruitment into the force involves stages and requirements that a prospective candidate must fulfil before he or she can be admitted to join its service. Some of these requirements are; be a citizen of Nigeria, have National Identification Number (NIN), obtain five credit passes in five subjects including Mathematics and English Language in the senior school certificate, must be at least 1.67 meters tall for male, and 1.64 for female, with male chest measuring 34 inches or more.

The Nigeria Police Force statutory entry age requirement for applicants willing to join the force is set within the age range of eighteen to twenty-five (18-25) years of age, as at the time the prospective candidate is making application to join the force, while for the force academy, it is between the age of seventeen to twenty-two (17-22) years old, aside other requirements. Meanwhile, the retirement age of a police officer is sixty (60) years of age or thirty-five (35) years of service, whichever comes first. And the reason for this entry age limit is not clearly specified leaving one wondering why such a restriction. Particularly as the entry age into the sister force in the USA is set between the age range of 18 to 39 years (United States Capitol Police, 2024). In the United Kingdom (UK) police recruitment age is between 18 to 57 years (UK Police, 2024). Therefore, it is imperative to know the effect of age consideration in regulating employment in the Nigeria Police Force, particularly the rationale behind it, and the impact of age diversity on the performance of the force, as well as the extent to which age diversity among the officers influences the performance of the force. Alongside its impact on employees' performance and the role it plays in determining the country's level of unemployment.

2. Literature Review

2.1 Conceptual Review

2.1.2 Concept of Age Factor

Age factor, sometimes referred to as ageism or age consideration is a negative recruitment practice where a prospective applicant or employee is treated poorly and sometime denied a job opportunity, fired, or viewed as unfit

for a promotion due to his or her age. On this premise, the United States Equal Employment Opportunity Commission presents age discrimination to involve treating an applicant or employee less favourably because of his or her age. Urwin (2023) opined that Western culture favours the youth while neglecting the older individuals by exposing them to ageism in spite of their wealth of knowledge, and work experience that the employing organizations would have benefited from.

Though many businesses realized the benefits of a diverse and inclusive team in achieving organizational goals by changing the outdated hiring practices of ageism among the workforce in their organization, the Nigeria Police Force is still prioritizing applicant's age as one of the criteria for recruitment into the force, with the requirement number two for the 2024 recruitment demanding that; prospective applicant should be between age 18 to 25 years (NPF Recruitment Requirement, 2024). Such practice may be presumed to have the potential for compromising the force standard, as prospective applicants and even some of the serving staff may falsify their age in a bid to be recruited or promoted. And limited studies if any were conducted on workforce age diversity and its relative impact on performance in the organizations within the country, particularly in the Nigeria Police Force.

2.1.3 Concept of Recruitment

Recruitment is the overall process of identifying, sourcing, screening, shortlisting, and interviewing candidates for jobs within an organization (Sage, 2024). To Smart (2017) recruitment is the process of identifying, attracting, interviewing, selecting, hiring, and onboarding employees. Recruitment criteria therefore among other things, are the organizations' way of addressing performance-related issues right from the point of intake.

2.1.4 Concept of Organizational Performance

Scholars use organizational performance interchangeably with employee performance just as presented by Afshan, Sobia, Kamran, and Nasir (2012), where employee performance was seen as the achievement of specific tasks that are measured against predetermined or identified standards of accuracy, completeness, cost and speed. In a similar definition Nmadu (2013), defined employee performance that transcend to organizational performance as a degree of accomplishment of tasks that make up an employee's job. He further stated that performance is measured in terms of productivity, job satisfaction, turnover, and absenteeism. To Herbert, John, and Lee (2019) organizational performance is the outcome or contribution of the employees to make them attain organizational goals. Meanwhile Gibson (2024), in his study refers to employees' performance as a measure of the morale of employees'

effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer.

Zameer, Ali, Nisar, and Amir (2014) in their study reported that employees' performance as a dependent variable includes three major dimensions, that is, job productivity, job quality, and job accomplishment. Researchers agreed that when conceptualizing employees' performance, one have to differentiate between actions, that is, the behavioural aspect and an outcomes aspect of employees' performance. By behavioural aspect the study refers to what an individual do in the work situation. The measurement of these actions by the employee are then scaled and considered as the constituents of his performance. Ndulue and Ekechukwu (2016) in their study believed that the outcome aspects of performance depend on factors order than the individual's behaviour. These other factors in most cases are outside the employee's immediate control and are often contingent in nature. Nabi, Mdmimirul, Tanvir, and Al Hossain (2017) stated that for all organization, the main reason behind their activities is to achieve a goal; hence they set a level of performance in terms of different achievable performance factors, with the organizational performance playing the principal roles in attaining such set goals. Therefore, organization performance can be referred to the actual achievement recorded by a firm against the set target in a given period of time, all things being equal.

2.2 Theoretical Review

There are different postulations on the concept of age criteria or consideration in recruitment, but this study shall discuss two most relevance, that is, job-typing and ageism, thereafter be guided by the job-typing theory due to the nature of the job under study that is, the Nigeria Police Force which require exaction of physical strength, skill, intelligence, technical know-how, etcetera to get the job done.

2.2.1 Job-typing Theory

Job-typing theory was propounded by Oswick and Rosenthal (2001), who opined that workers are judged by employers according to the fit between their assumed attributes and requirements of a particular job. That is, when employers wish to recruit, they often have a clear picture of the ideal candidate they want, which may exclude some groups of candidates either on the basis of age, sex, or race. This theory suggests that workers are judged by the fit between the requirement of a particular job and the assumed competences they bring to the table. By applying this theory, many studies find that older women are more likely than men to experience double jeopardy involving ageist attitudes in recruitment due to potential misfit. Where negative stereotyping

and ageist behaviour towards aged, particularly the female folks often result from a perceived lack of fit between a job's requirement and their abilities to get the job done.

Naegele, Tavernier, and Hess (2018) presented facts of how age stereotypes have been shown to influence the outcomes of employment-related decisions in variety of settings, for example, lower ratings in interviews and performance appraisals. In a further claim Posthuma and Campion (2009), suggested that ageist attitude is expressed for instance in language used in the workplace which is capable of influencing the actual employment decisions, thus putting older workers in a disadvantage position.

2.2.2 Ageism Theory

Ageism or Age Categorization theory was propounded by Bytheway and Johnson (1990) the approach focus on the significance of chronological age, both for bureaucratic procedures and for research. Which demonstrate how birthdays are associated not just with changing status regarding employment and retirement, but cultural transformation as well. The general assumption of the theory is that employers' ageist attitudes may result in the assumption of a lack of fit between the abilities of older workers and the job requirements. However, it has been argued by Ghazanfareon and Jonsson (2019) that while such theory provides partial reason for employers' use of ageism in employment, it inevitably tends to homogenize all individual indices of performance to physical strength that is mostly associated with young age, forgetting about other indicators of an individual performance such as skills, experience, technical know-how which are acquire through the process of time.

On this premise therefore, this study shall use the postulation of the job-typing theory (preconceived ideal candidate for the job) in assessing the influence of age consideration in the Nigeria Police Force recruitment, so as to know whether the criterion is in furtherance of the force aspiration to achieving an international best practice and effectiveness in policing the nation, as the ideal candidate is presume to have the necessary physical strength, skill, technical know-how, and the experience to achieve the aim of the organization.

2.3 Empirical Review

As a rationale behind employers' consideration of prospective applicant's age during recruitment Benaroche (2020), in a bid to find out the root cost of ageism in a workplace, approach the study from a psychological point of view where he opined that bias against the aged worker operates powerfully at a subconscious level with the mere fact of using words like old

or aged, in eliciting negative reactions. He further presents this bias as pushing older employees into preparing their resumes' in such a way that avoids highlighting their age, while some rather falsify their age. However, he also believes that stereotyping about the behavioural patterns of millennial can lead to discrimination against the younger workforce.

Meanwhile, the International Bar Association (2015), to ascertain the reason for ageism in a workplace adopted more of historical approach in their study and observed that there is a stereotype that ageing people have declining cognitive capability and memory. Hence, there seems to be both explicit and implicit bias against older workers, with such discriminatory feelings against them widely perceive as natural and just. The association further states that stereotyping being a negative practice of making assumption about applicants or employee's capacities on the basis of their age, is one of the most common causes of ageism which they believe is a prejudice that need not to be sustain in a twenty first century organization

On the impact of age diversity in organizational performance Urwin (2023), in an effort to gain an insight on the prevalence of ageism practice in the western world view the Western culture as favouring youth far and above the older employees despite the fact the older employees are often the most knowledgeable and experienced members of the workforce. He is of the opinion that companies that are aspiring to innovate, ought to tap into a range of perspectives that will offer an opportunity to the experienced professionals to serve as key contributors leveraging on their extensive background, but on the contrary, he observed business owners prioritizing youthful energy over the invaluable knowledge that comes with a long resume. However, Vantage (2021), in understanding the pros and cons of ageism approached the study from an implicative point of view, where he listed some of the consequences of age discrimination in a workplace including missing out on experience, losing workers, having legal liabilities, and exposing older workers to mental health issues, and communities may not be prepared for the future needs.

The extent to which age diversity influences organizational performance in the view of Sheldon (2024), in his effort to compare the performance of the young and old in organization using a comparative method discovered that businesses are missing out on experience as one of the negative consequences of age consideration in recruitment, citing younger workers as lacking the extensive background of firsthand knowledge which older workers has gained overtime. Hence, employers who do not provide opportunities for older workers are said to be losing valuable experience. As older workers tend to be more mature and confident in their abilities than their younger counterparts, an experience which are crucial quality for getting things done correctly and efficiently, by maintaining organizational expertise and integrity.

He therefore recommends that both categories of workers should be given equal opportunity to strive.

Nezich (2023) while trying to understand the impact of ageism through individual performance assessment observed that ageism negatively affects organizational performance by creating a hostile work environment for older employees that may lead to decrease job satisfaction, lower self-esteem, increase stress levels, among older workers. The act which he believes is capable of limiting career advancement opportunities for the older workforce, making them to feel undervalued and marginalized, which may ultimately affect their productivity and overall contribution to the organization. And organizations insistence on ageism in recruitment result to limiting diversity of thought and hinders innovation and creativity within the organization. He concluded by recommending inclusiveness in workforce composition in an organization.

3. Methodology

3.1 Research Design

This study utilized the primary sources of data collection through the use of the instrumentality of questionnaire in collecting the necessary information from the respondents in the study area. The administration of the questionnaire was personally carried out by the researchers. A total of 386 copies of the questionnaire were distributed to elicit responses from the personnel of the Nigeria Police Force, Taraba State command. Before embarking on the data collection, a preliminary contact with the respondents was made to explain the rationale for the exercise. A written assurance of confidentiality was attached to the questionnaire to motivate the respondents to give their sincerest responses without reservation. In order to ensure a maximum response rate, time was allotted to the collection of the completed questionnaires. The questionnaires were serially coded for easy identification, and personally delivered as well as collected by the researchers after their completion by the respondents

3.2 Method of Data Analysis

At the end of the data collection process, plausible check was conducted to ensure accuracy and reliability. Quantitative research method was adopted where tools such as bar chart depicting frequency of occurrence and statistics for indices comparisons tools for establishment of statistical relationship between variables were used in interpreting the collected data. The results were analyzed and converted into statistical tables, and percentages. The data generated from the responses of the various respondents to the research questions were analyzed using percentages, to show the distribution

of opinions and perceptions of the respondents. While content analysis was used to provide knowledge and understanding of the phenomenal under study. Meanwhile, the hypotheses formulated for this study were equally statistically tested, and the results interpreted.

4. Result and Discussion

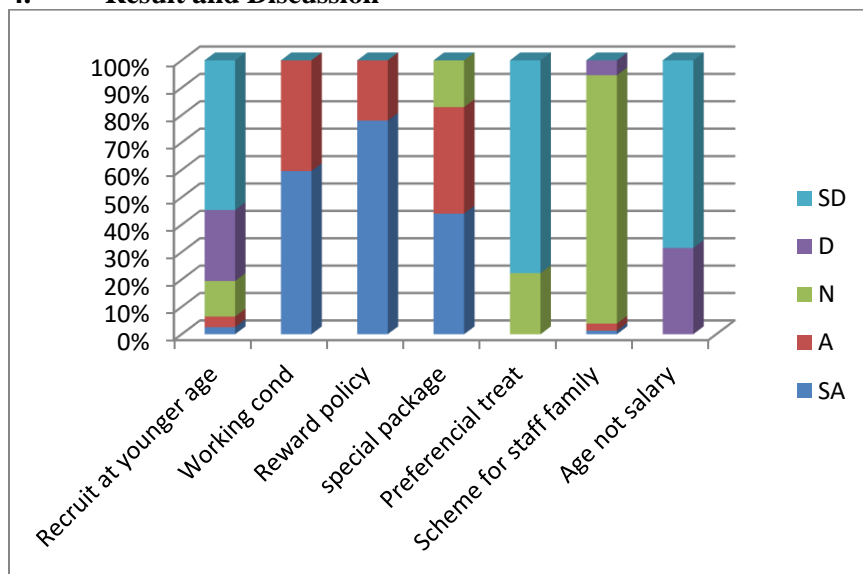


Figure 1: Rationale behind Age Consideration in Recruitment

Source: Field Survey, 2024

Figure 1 indicated that the reason for the Nigeria Police Force consideration of an applicant’s age during recruitment process has 3% of the respondents strongly agreeing to the premise that younger recruits perform more compared to when recruited at old age, while 4% merely agreed, 13% are indecisive, meanwhile 26% disagreed with the premise, and 55% been the bulk strongly disagreed. Meaning, 81% of the total number of the respondents are of the opinion that there is no correlation between an individual service entrance age and his/her performance.

On whether good working condition such as fringe benefits, promotion, and security influence an officer’s performance irrespective of his or her entrance age, 60% of them strongly agreed, and the remaining 40% are in support of having good working condition rather than their age will make the difference in their job performance. The result on this question therefore means that, improve working conditions not staff entrance age is the major source of improve organizational performance. Hence, management should

concentrate on improving condition of service rather than unjustified focus on employee's age in a bid to improve performance.

On reward policy of the force, 78% affirm that the force compensational packages are highly rated as a factor that will influence performance order than concentrating on personnel age. The 22% remaining respondents are in agreement with the proceeding opinion, putting reward policy far above age in influencing staff performance. And on whether special packages during special duties influences personnel performance rather than age, 44% strongly agreed, while 39% are in simple agreement, 17% are indecisive. The findings on this question put special package for special duty as highly motivating in improving performance rather than staff age. In the same vein, the querying on whether the force's wards are given preferential treatment like staff children school and if that transcends to motivate the officers? 1% of the respondents are on the opinion that it motivates them to perform more, 2% casually agreed, 91% are indecisive, possibly because there is no such welfare package in the state command but its introduction can motivate them for optimum performance, meanwhile the 5% remaining strongly disagreed.

In the same vein, special scheme for staff family such as health insurance, were consider as motivator for optimal performance other than personnel entrance age, having 86% of the respondents strongly believing so, and 14% responded in affirmation. Nevertheless, response to whether younger entry age does not increase in salary will lead to increase in performance, 68% of the officers disagreed and 32% strongly backed the proceeding opinion. Meaning increase pay not younger age of an officer is a motivation for personnel improve performance.

This therefore goes to means that, entrance age into the service of the Nigeria Police Force has less or nothing to do with increase in the organization performance of the force, hence, it can justifiably be said that there is no correlation between an employee's age and his or her performance in an organization. The Nigeria Police force therefore, ought to stop considering an applicant's age in the recruitment process, as what increase organizational performance are improved condition of service, better compensational packages, and special employee welfare schemes that cover their family and wards, not young age of an officer.

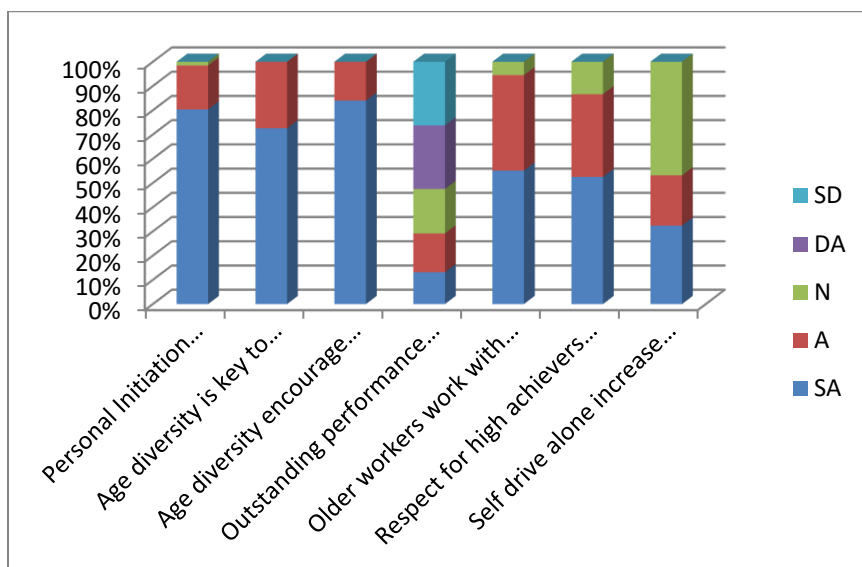


Figure 2: Impact of Age Diversity on Organizational Performance

Source: Field Survey, 2024

Figure 2 show that the force personnel of different age often deploy personal initiatives in achieving the objective of the organization, as 80% of the respondents strongly affirmed so, while 18% supported the earlier group and 2% are indecisive. That means irrespective of an individual employee's age, he or she can be able to adequately deploy personal initiative in getting the organizational job done. On whether age diversity help the force personnel to exercise a sense of challenge and achievement in their workplace, 83% of the respondents strongly affirm so, while 17% are in agreement with them. That shows that, different composition of employees of different age in an organization gives such an organization an edge to achieve unprecedented result due to the presence of different experience, knowledge and skills that each employees will deploy in fulfilling his or her organizational task.

Moving further, age diversity is considered as key to effective and timely execution of the force objective, this is because 73% of the respondents strongly believe so, while 27% responded in affirmative. Suggesting the different ages in an organization is a great asset that an organization should be proud of, as the young will deploy strength while the aged will employ wisdom and experience in achieving the organizations objectives.

On whether personnel outstanding performance and achievements are common among the older personnel than the younger 13% strongly believed so, 8% merely agreed, 18% were indecisive, 26% both disagreed and same percentage strongly express doubt. Meaning that, outstanding performance is

common among employees of different age. However, on the issue of, if older age workers work with less supervision 54% of the respondents strongly believed so, while 39% answer in affirmative to that, meanwhile 6% are indecisive. Suggesting that employees of old age require little or zero supervision to get their job done, as compare to employees of younger age who may be waiting to be told what to do or how to do it before acting.

In respect to high achievers among the staff of the force irrespective of rank and age, 53% strongly believed that high achievers are respected notwithstanding their rank and age, in the same vein 34% are in agreement with the group, leaving just a fraction of 13% been indifference. Meaning that employees of different age are capable of achieving unprecedented result, hence, employers should give different individuals of different age an opportunity to showcase their talent and skills.

Lastly, the general response on the questions provided for this objective reveals 32% of the respondents as strongly believing that an employee's self-drive alone cannot be sufficient enough to increase an individual performance that will transcend to improving organizational overall performance. In like manner, 21% agreed that self-drive alone can't increase performance, while bulks of 47% are neutral. Putting self-drive as an important tool for improving performance, but management decision to relay solemnly on just employee's self-drive to improve organizational performance can be catastrophe as people mostly act more when extrinsic motivational factors are deployed to reward their efforts.

On the impact of age diversity in organizational performance it can be concluded that age diversity is of great advantage to the Nigeria Police Force to achieve timely and unprecedented result if the force chose to utilize it by abolishing age factor in recruitment.

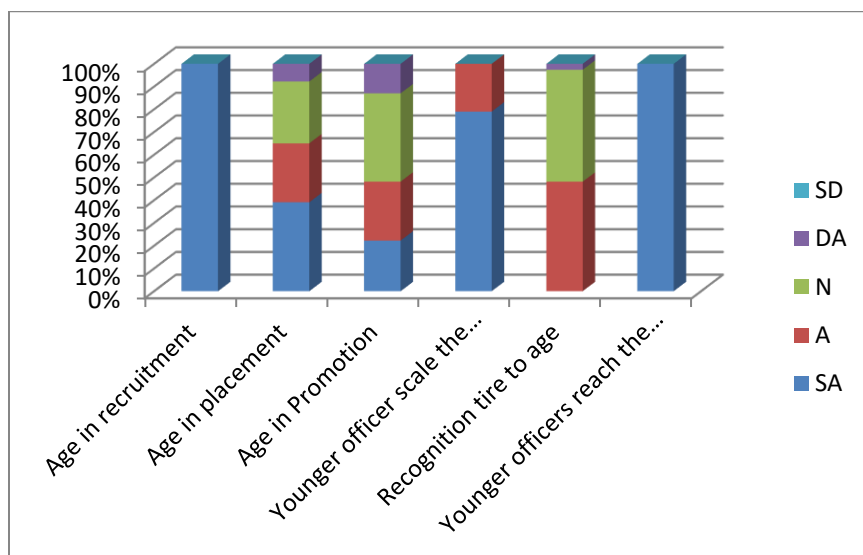


Figure 3: Extent to which Age Diversity Influence Organizational Performance

Source: Field Survey, 2024

Figure 3 show that at an individual age is considered before recruitment, as 100% of the respondents strongly agreed that an applicant age is put into consideration when recruiting. That means despite the importance of age diversity in organizational goal attainment, the Nigeria Police Force is still putting an applicant's age into consideration in the recruitment process. For staff placement and posting 39% believed that an officer's age is consider before they are posted or placed into a unit in the force, 26% are in agreement with the earlier respondents, while 27% are neutral, and 8% disagreed. The result reveals that, placement in the Nigeria Police Force is done by considering an officer's age. In terms of age consideration for promotion 22% strongly agreed that an officer's age is put into consideration before he or she is promoted, 26% also agreed, 39% are neutral, while just merger of 13% express disagreement that an officer's promotion is tired to his or her age. Based on the result, one can conclude that promotion in the Nigeria Police Force is done after an officer's age is put into consideration.

Meanwhile, on whether those who joined the force at younger age are given better opportunity to scale through the force's rank, 79% strongly believed so, with the remaining 21% in total agreement. On this finding, it can be concluded that certain ranks in the Nigeria Police Force cannot be attain except one join the force at a younger age. On personnel recognition and officer's age, 48% agreed that an officer's age is consider before they are issued a recognition, however, 49% are neutral, while 3% disagreed. Here, it

is rational to say that personnel recognition in the force is accorded to an officer irrespective of age. However, question as to whether the highest rank in the force can only be attained when an officer is recruited at a younger age, 100% of the respondents strongly affirm to that. Meaning the peak of the Nigeria Police Force can only be attained by officers who join the service of the force at a younger age.

4.1 Testing of Hypotheses

The data analysed in hypothesis I, responses on the rationale behind age consideration in recruitment process revealed that entrance age into the service of the Nigeria Police Force has less to do with increase in the organizational performance of the force, when compare with the experience contribution of aged, hence, it can be justifiably say that there is no correlation between an employee's age and his or her performance in an organization. As an individual performance can be either be through physical exaction of energy, technical know-how, or experience in handling special cases. Hence, the Null hypothesis (H_0) is rejected.

Hypothesis II responses on the impact of age diversity on organizational performance revealed that different composition of personnel, of different age in the Nigeria Police Force can give the organization an edge to achieve unprecedented result due to the presence of different experience, knowledge and skills that each employees will deploy in fulfilling his or her organizational task. This therefore, makes the study to reject null hypothesis (H_0).

Hypothesis III responses on the extent of age diversity influence on performance revealed a substantial positive influence of diverse personnel age on the performance of the force. Which contradict the premise of the null hypothesis (H_0).

4.2 Discussion of Findings

The findings of this study on objective one; rationale for age consideration in recruitment process, suggested an agreement between this study and the International Bar Association (2015) position, who opined that ageism is a negative practice of making assumption about applicant or employee's capacities on the basis of their age, which is nothing but a stereotype that ageing people have declining cognitive capability and memory. By implication, age is not in any way scientifically proven to have any meaningful negative implication on the operation of an organization rather, it is beneficial to the timely and strategically attainment of organizational goals, as individuals of different age brings with them diverse experience and skills gain elsewhere in the process of time.

On objective two; the impact of age diversity on performance revealed an agreement between this study and that of Urwin (2023), who view Western Culture as favouring youth far and above the older employees despite the fact that older Employees are often the most knowledgeable and experienced members of the workforce. This study is of the opinion that different composition of personnel, of different age in the Nigeria Police Force can give the force an edge to achieve unprecedented result due to the presence of different experience, knowledge and skills that each employees will deploy in fulfilling his or her organizational task. Hence, age consideration in recruitment is rather robbing organizations of talents, skills, and experience that could lead to timely and strategic goal attainment.

The findings on objective three; extent of age diversity influence on performance, presented a symbiotic relationship between this study and that of Vantage (2021), that opined that businesses are missing out on experience as one of the negative consequences of age consideration in recruitment, citing younger workers as lacking the extensive background of firsthand knowledge which older workers has gained overtime. This is true as the study revealed the force have lost substantial degree of knowledge, skill, and talent owing to age consideration during recruitment process.

5. Conclusion and Recommendations

The data analysed revealed that ageism or age consideration in employment operate powerfully at a subconscious level with the use of words like old or aged, in eliciting bias on different applicants on the bases of their age, without any scientifically proven all round benefit such as skills, experience, technical know-how, strength, etcetera of such practice to organizational performance.

This is more so, as the finding of this study reveals lack of correlation between an individual service entrance age and his/her performance level particularly, when other indices of individual performance such as experience, technical know-how are put into consideration. It has also been proven that irrespective of an individual employee's age, he or she can still be able to adequately deploy personal initiative in getting the organizational job done.

As a matter of fact, age diversity has been discovered to be a great asset that an organization can be proud of, as outstanding performance is common among employees of different age. And while young employee will deploy strength, the aged will employ wisdom and experience in achieving the organizations objectives. And that, improve good working condition such as fringe benefits, promotion, and security are the most important factors that influence an employee's performance in an organization does not entrance age. Hence, what employers and management ought to be doing is to stop

considering an applicant's age in the recruitment process, as the major indices for increase organizational performance are improved condition of service, better compensational packages, and special employee welfare schemes that cover their family and wards, not service entrance age of an employee.

In order to achieve timely and unprecedented result, this study recommends that; organizations avoid the use of words such as aging or old in categorizing its workforce, better still, it should be abolish in recruitment and placement process by getting concern with employee's abilities, job fittings, experience, and skills rather than just an individual's age. By implication, age should not be too pronounce in any job advert document as though the success of the entire process lays on it, so long as the organization's job performance require experience, skill, technical know-how the application of age consideration even beneath the scene in any form to disqualify an applicant from securing a job that he/she is qualify in all senses except for age will adversely have a negative effect on the organizational performance. And so, rather than capitalizing on an individual's age in the process of employment, it is more profitable to consider other performance indices such as the deployment of personal initiative in getting the organizational job done alongside skills, and technical know-how.

As a policy, organization's operating document and the country's constitution should recognize the provisions of the Labour Law by prohibiting employers of labour from deploying any form of age bias in discriminating against an applicant, and the breach of such provision should be made to attract heavy sanction.

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