

**IMPACT OF SELECTION PROCESS ON  
ORGANISATIONAL PERFORMANCE:  
A CASE STUDY OF UNILEVER NIG. PLC.,**

**BY**

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**16/27/MBA005**

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## DECLARATION

I declare that this study was carried out in accordance with regulations of the University and the study has not been previously submitted for any degree at any Higher Institution. To the best of my knowledge, it contains no material previously published or written, except where due reference was made.

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## CERTIFICATION

This is to certify that this dissertation was carried out by Fatai Oladimeji AZEEZ. The research has been read and approved as meeting the requirements of the department of Business and Entrepreneurship, School of Business and Governance, College of Humanities, Management and Social Sciences, Kwara State University, Malete, Kwara State, Nigeria for the award of Masters of Science Degree (M.Sc.) Business Administration.

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## **DEDICATION**

This research work is dedicated to Almighty Allah (SWT), the source and pillar of my success.

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### ***Abstract***

*The increasing rate of business failure in Nigeria as being attributed to poor human resource planning has been a subject of intellectual debate. The consequences of nepotism, favouritism, religious influence and ethnicity in the selection process have affected the process as evident from several empirical studies. Therefore, this study examined the impact of selection process on organizational performance using Unilever Nigeria Plc as the case study. The study employed the survey design and questionnaire was used for data collection. Content validity and face validity were conducted to validate the instrument. Cronbach's alpha coefficient was applied to ascertain reliability of the instrument and result showed an acceptable reliability coefficient. The target population of this study was 1,207 respondents with a sample size of 300 respondents. Data were presented using tables, frequencies and percentages while the research hypotheses were tested using standard multiple regression, aided by Statistical Package for Social Sciences (SPSS). The findings of the study revealed that, selection process with focus on application form, aptitude test, medical test, and job interview has a strong effect on organisational efficiency. The study therefore, concluded that there exist a moderate, positive relationship between selection process and organisational effectiveness. The study recommends among others that, business managers should intensify the use of diligent, selection policies and strategies to guide in the process of hiring and selection of suitable and competent workers. Also, issue of favouritism should be avoided while giving the chance to all, this can help make these practices more effective.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

There is a renaissance in human resource management literature remarkably since the inception of the 21st century, on the nexus between selection and organizational performance especially in Third World countries like Nigeria where human capital development is low. Indisputably, there is avalanche of documented studies on the vitality of selection process as an antidote for effective organizational performance. This is predicated on the conventional notion that, having the right staff, does not only improve but also sustains organizational performance.

Recruitment and selection are the two phases of the employment process but there is a difference between them. Abu (2015) noted that the recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization while selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Similarly, Adeyemi, et. al. (2015) posited that the basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Bhoganadam & Rao, 2014). The recruitment process is immediately followed by the selection process, which is the final interviews and the decision making, conveying the decision and the appointment formalities. Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts (Gopinath & Natarajan, 2014; Hassan, 2016).

The main objective of the recruitment process is to expedite the selection process. Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, and better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees (Custodian of Good Governance, 2015). In addition, Ekwoaba, et. al. (2015) noted that the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as effectiveness and efficiency. Hence, investing in the development of a comprehensive and valid selection system is money well spent. Recruitment and Selection

are vital processes for a successful organization, having the right staff can “improve and sustain organizational performance (Kanu, 2015; Karemu, et. al., 2014 & Katua, 2014).

Organizational performance is considered as one of the basic essence of management and most of the management's tasks are formed according to this notion. Incontrovertibly, organizations' success can be reflected in their performance. Oxford English Dictionary defines performance as performing, applying, and doing each regular and committed work. This definition is related to inputs and outputs and also indicates that performance has close relationship with work and its outcomes (Chamanifard, Nikpour, & Chamanifard, 2014). Organizational performance is considered to be the sum of accomplishments achieved by all businesses/departments; these accomplishments are involved with an organizational goal within a given period of time (Amin, 2017). The goal is either meant for a specific stage or on the overall extent. The idea of organizational performance is affiliated to the survival and success of an organization (Ahmed & Shafiq, 2014) but for the purpose of this study, organizational performance includes effectiveness and efficiency. These, as documented by human resource management literatures, hinge on better selection strategies put in place.

However, despite the overwhelming global significance of selection processes as the forerunner of an organization's performance, there is conspicuously limited published works emerging from Nigeria. A leading preliminary observation shows that preponderance of extant studies is devoted to studies on human resource management which is a more encompassing term than the selection processes. This apparent literature-gap is incredible in view of the strategic position the human element occupies in an organization's life, especially manufacturing organizations which are referred to as the real sector of the economy. As rightly noted by Oaya, et. al. (2017) manufacturing organizations in the past primarily focused on productions and sales but due to the dynamism and competition in the market place, organizations in this 21st century are looking forward to sustaining a competitive advantage by combating the challenges of improving qualities of products, productivity and service delivery. This stance can only be attained through employee performance while the key of attaining and sustaining this is by selecting and retaining the right people for the right position in an organization. Therefore, this study specifically investigated the impact of Selection Process on Organizational Performance of Unilever Nigeria plc.

## **1.2 Statement of Research Problem**

In Nigeria, there has been increase in the rate of business failure, closure and poor organizational performance due to ineffectiveness and inefficiency, low productivity and quality as well as innovativeness. In fact, the performance of the manufacturing sector (nicknamed as the real sector) in Nigeria has been abysmally poor (Sola, et. al., 2014 & Okafor, 2016), it has witnessed relatively low performance when compare to their counterpart in other developing nations.

The recent retrenchment of workers across many manufacturing industries and the death of many newly introduced products in Nigeria are the evidence of their poor organizational performance.

Besides the present unsatisfactory performance of the manufacturing firms in Nigeria, it has also been reported in the mainstream media that recruitment and selection process in Nigerian firms is skewed and characterized by legion of challenges such as unfair practices, godfatherism (influencing appointments based on political connection) and favouritism (not considering merit but ethnicity, tribalism, religionism and familiarity etc) because nowadays, hardly do firms source for employees themselves based on merit as bloc shareholders and other powerful stakeholders influenced the corporate decision process including the recruitment and selection process. Also, due to avoidance of recruitment costs (such as planning and advertisement costs), firms, most often than not, prefer to recruit from within than from outside or worst still, allow some recruitment firms with shady or elusive criteria to employ on their behalf. In view of this ugly trend that laced the recruitment and selection process in Nigeria, this study is motivated to investigate its impact on organizational performance in Nigerian manufacturing companies.

## **1.3 Objectives of Study**

The main aim of this study is to investigate the impact of selection Process on Organizational Performance in Nigerian manufacturing companies.

The specific objectives of this study are to:

- i) To investigate the effect of selection process on organization's efficiency; and
- ii) Determine the relationship between selection process and organization effectiveness.

#### **1.4 Research Questions**

This study seeks to provide answers to the following questions:

- i) What is the effect of selection process on organization's efficiency?
- ii) What is the relationship between selection process and organization's effectiveness?

#### **1.5 Research Hypotheses**

This study seeks to validate the following null hypotheses

**H<sub>01</sub>:**

- A- Application form does not have effect on organization's efficiency
- B – Aptitude test does not have effect on organization's efficiency
- C – Medical test does not have effect on organization's efficiency
- D – Job interview does not have effect on organization's efficiency

**H<sub>02</sub>:**

- A – There is no significant relationship between application form and effectiveness
- B – There is no significant relationship between aptitude test and effectiveness
- C - There is no significant relationship between medical test and effectiveness
- D - There is no significant relationship between Job interview and effectiveness.

#### **1.6 Significance of the Study**

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organisations choose the right people for the job, train them well and treat them appropriately, these people would not only produce good results but also tend to stay with the organisation longer. In such circumstances, the organisation's initial and ongoing investment in them is well rewarded. An organisation may have all of the latest technology and the best physical resources, but if it does not have the right people, it will struggle to achieve the results it requires. Significance of this study will help organizations in Nigeria especially those in the manufacturing sector to adopt measures in the context of human resource in relation to recruitment and selection and the performance in order to make their recruitment and selection programme more effective so that the company may benefit very well with costs spent in recruitment activities. Manufacturing firms in Nigeria will have the opportunity to identity the benefits of these practices and challenges facing their

recruitment and selection practices in their organization and find lasting solutions to them. For other researchers it will also serve as reference and be beneficial to the academic community also, the knowledge generated with this study will assist many organizations, policy makers, academicians and all interested individuals to realize the importance of embarking on recruitment and selection policy when undertaking recruitment practice for success of business organisation. Moreover, the study intends to fulfill academic needs i.e. partial fulfillment of the requirements for an award of Master of Science Degree in Business Administration.

### **1.7 Scope of the Study**

This study specifically investigates the impact of Selection Process on Organizational Performance in Nigerian manufacturing companies. Specifically, this study covers two areas of the organization's strategy. These areas include the recruitment process and the selection methods. These specific steps used to implement the organization's policy for searching and placing suitable candidates for job performance. Procedures will be assessed and several issues found on areas as instruments of job analysis, selection process, internal vs. external selection methods will be further discuss and analyze in this study. Also, organizational performance will be assessed through effectiveness and efficiency. To this end, company's HR practitioner and other professional individuals will be involved in the study. This is because these groups are highly involved during selection and they are much aware of the practice, therefore they will likely give-out their views concerning prevailing selection practice and its implication to their organizational performance and other circumstances accompanied.

### **1.8 Outline of Chapters**

The project work is organised in five chapters. Chapter one, which is the general introduction of study, presents discussions on the research project and the importance of the research. It then justifies the need for the research by providing a research questions, aim, objectives, scope and a brief research methodology adopted. Chapter two deals with a critical literature review of recruitment and selection processes, defining requirements, selection methods, types of interviews, advantages and disadvantages of interviews, "dos and don'ts of selection interviewing, choice of selection methods, improving the effectiveness of recruitment and selection of workers. Chapter three gives the overall view of research methodology including the knowledge acquisition phases, research design, population,

method of data collection (i.e.) questionnaires, survey and semi- structured interviews. Chapter four presents data collection and the results obtained from the questionnaires survey, semi-structured interviews and analysis. Finally, chapter five provides conclusion of key findings of the research and makes recommendation for future works.

### 1.9 Operationalization of Variables

There are two (2) major variables that make make-up this study, namely:

- ✓ Selection Process
- ✓ Organizational Performance

These variables are operationalized as follow:

Selection Process: Is operationalized to cover the application form, aptitude test, medical test and job interview. This is independent variable which is also called, exogenous variable.

Organizational Performance: This is operationalized to comprise of effectiveness and efficiency, organizational effectiveness and efficiency is conceived as the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources.

From the foregoing, organizational performance is dependent variable (Y) which is also called endogenous variable.

$$Y = f(x)$$

Where X = Independent construct

Y = Dependent construct

Where X = Selection process

Y = Organizations performance

$X = (x_1, x_2, x_3, x_4)$  such that

$x_1$  = Application form

$x_2$  = Aptitude test

$x_3$  = Medical test

$x_4$  = Job interview

Similarly  $Y = (y_1, y_2)$  such that

$y_1$  = Efficiency

$y_2$  = Effectiveness

Since there is perception of conceptual linkage between the two (2) variables, Selection Process (X) and Organizational Performance (Y), thus, a simple linear regression model is therefore specified thus:

$$Y = a + bx + \mu$$

$$ORGP = a + B_1 SP + \mu$$

Where:

$$ORGP = f(SBLEP) \quad ORGP = f(x_1, x_2, x_3, x_4)$$

SP = Selection Process = App. Form, aptitude test, medical test and jinteru)

### 1.10 Definition of Terms

**Application Form:** is the official form that employer's ask all applicants for position to fill out.

It can also be define as a form filled before an applicant seeking employment in a firm and generally contains basic personal information about the applicant and some open ended questions.

**Aptitude Test:** This is the test designed to determine a person's ability in a particular skill or field of knowledge; it is also a standardized test designed to predict an individual ability to learn certain skills.

**Human Resource Management:** This is administrative activities associated with human resources planning, recruitment, selection, orientation, training, appraisal, motivation and also a functions within an organization that focuses on people.

**Job Interview:** A job interview is an interview consisting of a conversation between a job applicant and a representative of an employer which is conducted to assess whether the applicant should be hired and it is one of the most popularly used devices for employee selection.

**Medical Test:** A medical test is a procedure performed to detect, diagnose or monitor diseases, disease processes, susceptibility and determine a course of treatment. It is also an examination carried out to determine the physical fitness of an applicant for a job.

**Organizational Performance:** It is defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

**Selection:** It is the process by which an organization chooses from a list of prospective applicants attracted by the recruitment exercise in which candidates who best meet the selection criteria for the position advertised are selected.

**Skilled Employees Drift:** This refers to the gradual increase in employees' turnover especially the skilled workers.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Preamble**

This chapter discusses related literature that is directly related to the research study. This chapter is partitioned into four sections which are; conceptual, theoretical; empirical and gaps in literature. The first segment deals with the review of literature from numerous authors and scholars in the field of ethics, recruitment and selection. Also discuss strategies, process of recruitment and selection

The second part discusses the theoretical review which shall highlight various theories and models in relation to recruitment and selection such as attraction-selection-attrition (ASA) theory, expectancy theory, and resource based view and human capital theory

Finally, third part is based on review of numerous research works done on similar topic which has to do with the empirical studies and recent researches. The concluding part shall be gap-in-literature

#### **2.2 Conceptual Review**

##### **2.2.1 Human Resource Management**

As stated by Storey (1992), human resource management is a typical new approach to management of personnel which try to obtain competitive edge during highly committed and skilled workforce. This new approach focused on employees as an important resource for the organization. One of the key contributing factors to the success of an organization is considering as human resource management practices where it extends to a strategic plan to manage and motivate employees. According to Islam (2006) human resource management are both a business practice and an academic theory and that developing strategic plans to manage a workforce in an organization so it could create a competitive edge in the market. Human resources management plays vital role in helping an organization to gain competitive advantage apart from recruiting. The organizations are placing their efforts on the practices of human resource management to gain competitive edge.

Human resource management refers to the activities, practices and systems of an organization that has to do with recruitment, selection, training, appraisal, and motivation that influence employees in term of behavior, attitudes, and performance. Heathfield (2006) posit issues connected to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication,

administration, and training are deal with human resource management. Human resources management can be a source of competitive advantage because it enhances the understanding of the process of recruitment and selection, which is the main title of this study

### **2.2.2 Recruitment**

Various researchers have contributed to the field of human resource management, and have offered intensive and profound knowledge on the branches of human resource management especially on recruitment and selection. Below are some of the different definitions of recruitment;

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment. This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organizations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. The organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. Recruitment starts with advertising existing vacancies and is the process of finding and attempting to attract job candidates who are suitably qualified and thus capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own best interest (Costello, 2006). Additionally in (2007), the chartered Institute of Personnel Management of Nigeria (CIPM) gave the definition of recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist.

Recruitment is a process of attracting a great pool of high quality applicants to select the best among them (Jovanovic, 2004). Omale (1992), in “past practice in personnel management in the Nigeria civil service: issues and procedures” detained recruitment as the process which starts from getting an applicant interested enough in a job and in a particular organization to write an application and the procedure stops when his application has been received in the organization. Judging from the above various definition of recruitment as given by professional and scholars, it is clear that recruitment borders or deals with the plan

advertisement of exiting vacant position in an organization in order to woo or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization. Based on the above, recruitment is a very specialized field in human resources practices as it entails methods that will adequately identify the pool of skilled and quality applicants.

### **2.2.3 Process of Recruitment**

As stated by Cowling and James (1994), an objective of recruitment and selection is also to develop measures that would help the human resources department to select the right candidates for the job. The skills, abilities, and knowledge needed by the organization might be getting during the process of recruitment in some situation (Bratton & Gold, 2003). According to Smith et al. (1989) suggests that the more effectively the recruitment stage is implemented, the less important the actual selection process becomes. Job analysis is the first stage in the process when an organization decided to fill an existing vacancy through recruitment. Once a job analysis has been conducted, the organization has a clear picture of the particular job requirement, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. In some situations, the skill needed by the organization might be obtained through the process of recruitment (Bratton & Gold, 2003). According to Torrington and Hall (1991), three components can be distinguished in a recruitment procedure. First is the job analysis which is performed in order to gather all relevant information about the job demands and to set the hiring standards. The second component concerns the recruitment strategy, the strategy to spread all relevant information among the possible set of candidates; and the third component is the selection method, the purpose of which is to screen the applicants' abilities and traits in order to assess the degree of success and compatibility of the individual in the organization. Since the selection, criteria follow the requirements of the job position, the process of recruitment and selection is aimed at making sure that the right competencies are identified to ensure a satisfactory performance. (The highland council, 1999).

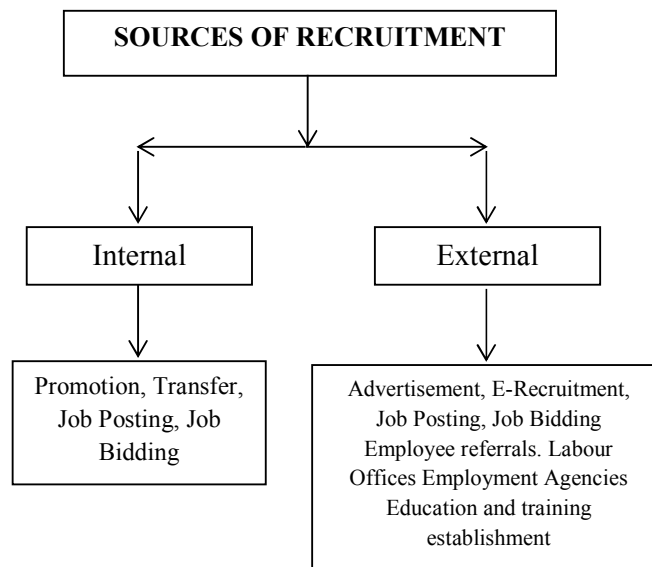
### **2.2.4 Recruitment Evaluation**

The last two steps comprise the recruitment evaluation. The fourth step in the model is response recruitment outcomes. Breaugh and Starke use the term intervening process variable as a label for factors that have been hypothesized to explain the outcomes. Examples of intervening variables are applicant's expectations. With respect to this, Berry distinguished

for organizational variables that effect recruitment strategies and recruitment success: An employee ability to modify job vacancy characteristics to make an opening more attractive, the selectivity or stance an employer takes towards recruiting from among “less desirable job seekers; an employer’s position on timing a recruitment effort prior to need; and the existence of norms for how recruitment is done in organizations. Norms can for example exist about how to recruit executives and professionals when compared to production and service workers. The last and fifth step in the model compares the outcomes to the objectives that were declared in the first step.

### 2.2.5 Sources of Recruitment

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in Figure 2.1. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings available in the organization.



**Source:** Prashant (2009)

Sourcing has evolved in the past several years with the proliferation of job and career sites. Every organisation has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organisation itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

### **2.2.5.1 Internal Sources of recruitment**

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. Armstrong (2006) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

According to Grobler (2006), probably the most important advantage to recruiting within the organization is the increased morale for employees who believe that the organization will reward successful performance and that they will be promoted to higher opportunities. Dessler (2005) argued that, there is no substitute for knowing a candidate's strengths and weaknesses. It is often therefore safer to promote employees from within, since you are likely to have a more accurate view of the person's skills. Inside candidates may also be more committed to the organization. He added. According to Armstrong, (2001), the main sources of candidates for recruitment are from within the organization, all other things being equal, in terms of suitability for the job. This means that the organization has to first look within to fill vacant job openings before considering outside source for the supply of its human capital.

It is quicker and less expensive to recruit internally, because there may be no need to spend money on job advertisements or recruitment agencies. Instead a message can simply be placed on a company newsletter or posted on its intranet or staff notice boards. Further cost savings and efficiency gains can be made because internal recruits are typically able to take up posts much more quicker than people being brought in from outside. The other advantage stems from the fact that internal candidates, are more knowledgeable than new starters coming in from other organizations about what exactly the job involves. They are also more familiar with the organization's culture, rules and philosophy, and so take less time to settle into their new jobs and to begin working at full capacity (Torrington *et al.*, 2005). This therefore means that internal promotion serves as incentive for the internally promoted candidates which can boost their moral and increase their productivity.

The Chartered Institute of Personnel and Development Recruitment Survey (2004a), for example, found that 84% of United Kingdom organizations surveyed consider internal applicants in the first instance. They did so by using such methods of communication as internal e-mails or intranet (69%), notice and bulletin boards (68%), team meetings (18%), then staff newsletters or magazines (14%), and by memos, circulars and direct approaches. Such favouritism for existing employees implies that senior positions tend to be filled internally more often than not, and that a

worker is recruited from outside only if he or she demonstrates a significant margin of superiority over the internal candidates. A strictly applied promotion from within policy eventually leads to inbreeding, a lack of cross – fertilization and a lack of creativity. A good goal is to fill eighty percent (80%) of openings above entry – level positions from within. From time to time, new blood is needed to provide the new ideas and innovation that must take place if organizations are to remain competitive. However, the management of internal recruitment practices is difficult to carry out effectively. Serious problems such as bitterness and low moral often occur when internal candidates fail to be selected. This is because they tend to enter the selection process with higher expectations of being offered the position. However, this is not the case with external candidates. Aspects of recruitment under internal sources are as follows:

**i) Promotions**

It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Sherman, Bohlander, & Snell, 1998).

**ii) Transfers**

Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of

interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Keshav, 2013).

### **iii) Job Posting**

Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).

Job posting inform employees about openings and required qualifications and invite qualified employees to apply. The notices usually posted on organization bulleting, boards or are placed in the organization newsletter. The most common method of internal recruitment according to Grobler (2006), is job posting. The purpose of job posting in the views of Werther (Jn).*et al.*, (1996), is to encourage employees to seek promotions and transfer that help the human resource department fill job openings and meet employees' personal objectives. They observed that job posting is most common for lower – level, clerical, technical, and supervisory positions.

According to Harris (2000), organization publicizes job openings on bulletins, boards, electronic media and other medium. Dessler (2005), asserts that some union contracts require job posting to ensure union members get first choice of new and better positions. Internal recruitment methods aim at motivating own personnel and strengthen their bond with the organization. The system of job posting and job bidding can provide many benefits to an organization. However, these benefits may not be realized unless employees believe the system is being administered fairly. Furthermore, job bidding is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization (Bohlander and Snell, 2004). The bidding procedure minimizes the complaint, commonly heard in many organizations that insiders never hear of a job opening until it has been filled. The process reflects openness that most employees value high. An organization that offers freedom of choice and encourages career development has a distinct advantage.

### **iv) Job bidding**

This is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR

departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder.

**v) Skills inventory**

Another internal recruiting method is the use of skills inventory. Essentially, a skill inventory includes a list of employees' name, their education, training, present position, work experience, relevant job skills and abilities and other qualifications. Management can search through the organization's staff records to identify potential candidates for the position openings (Anthony *et al.*, 2002). This internal method of recruitment encourages employees to always improve themselves. It also serves as motivation and moral booster to existing employees to stay with the organization for a long period of time.

### **2.2.5.2 Advantages of Internal Sources of Recruitment**

**A. Labour Turnover**

The turnover of valuable employees is reduced through internal placement. Here, star employees within the company can be reassigned to an area within the organization where the need is greater. Restricting the vacancy to internal candidate can also help retain employees who might otherwise have left the organisation (Sunderland & Canwell, 2008).

**B. Performance**

Internal recruitment might offer cost saving in the human resource management process because of the record of performance available to recruiters. An internal candidate has developed a record of accomplishment of performance during employment that provides the most accurate assessment of her on the job professional skills and experience. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates (Keshav, 2013).

**C. Time Value**

When qualified candidates exist internally, recruiting candidates internally can decrease the time it takes to fill a position. This is particularly useful in a tight job market, when the number of external candidates applying for a given job opening can become astronomical. In such cases, selecting among qualified internal candidates may be efficient because it offers costs savings, such as those associated with advertising and from using staffing resources to interview numerous external candidates (Keshav, 2013).



## **D. Corporate Culture**

Corporate culture might formally relate to the goals and objectives of the company as articulated in its vision and mission statement. It informally includes the business attitude, customs and etiquette. An external candidate that fulfills the experience and skills needed for a position might not fit into the organizational culture. Internal candidates are already familiar with the company's culture, policies and procedures. For example, this might manifest itself in how meetings are conducted, projects are organized or the use of consensus building in the decision-making process (Keshav, 2013).

### **2.2.5.3 Disadvantages of Internal Recruitment**

#### **1. Limited Choice**

Internal recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Internal recruitment does not tap any candidate from outside the organization; hence, the number of potential candidates for the post is limited to those from within the organisation. There may be far better external candidates who have more experience and better qualifications (Sunderland & Canwell, 2008).

#### **2. Implementation of Traditional System**

Internal recruitment requires the implementation of traditional form, system, process and procedures. In addition, this limits the scope of fresh talent in the organization (Keshav, 2013).

#### **3. Position**

In using internal recruitment, existing employees, whether competent or not, will feel that they have an automatic right to be given a more senior post (Sunderland & Canwell, 2008).

#### **4. Costly**

Taking into consideration that when an employee is promoted, instantly vacancy instantly arises. In this regard, another employee is to be recruited to fill that position, which may be costly affair (Sunderland & Canwell, 2008).

#### **5. Limited Internal Sources**

The source of supply of manpower is limited in internal recruitment method. When an employee is promoted, his/her previous position will be vacant and another personnel is to be recruited to fill that vacant position (Keshav, 2013).

#### **2.2.5.4 External Sources of recruitment**

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007; Cober & Brown, 2006). Despite the advantages of internal recruitment, organizations often have good reasons to recruit externally. For entry-level positions and perhaps for specialized upper level positions, the organization has no internal recruits from which to draw. Also bringing in outsiders may expose the organization to new ideas or new ways of doing business. An organization that uses only internal recruitment can wind up with a workforce whose members all think alike and therefore may be poorly suited to innovation. Dessler (2005) asserts that, external sourcing may require forecasting general economic, occupational and market conditions. Details of these sources are discussed in this section.

##### **1) Advertisement**

This is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes. It is, however, more difficult to evaluate external applicant than those that are already employed within the organizations. According to Armstrong (2006), the objectives of an advertisement should be to:

##### **a) Attract attention**

It must compete for the interest of potential candidates against other employers;

##### **b) Create and maintain interest**

it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required;

c) **Stimulate action**

The message needs to be conveyed in a manner that will not only focus people's eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2006).

Advertisement is the most obvious method of attracting candidates. According to Armstrong (2006), the objectives of an advertisement should be to: attract attention, create and maintain interest, and stimulate action. According to Grobler (2005), a successful recruitment advertisement is based on the answers to four questions, namely;

- i) What do you want to accomplish?
- ii) Who do you want to reach?
- iii) What should the advertising message convey?
- iv) How and where should you advertise?

While newspapers and trade journals are the media used, most often radio, television, billboards, posters, and electronic mail are also utilized (Stewart *et al*, 2001). Advertising has the advantage of reaching a large audience of possible applicants. Some degree of selectivity can be achieved by using newspapers and journals directed toward a particular group of readers. The preparation of recruiting advertisement is not only time consuming, it also requires creativity in developing design and message content. Advertisement can sometimes place a severe burden on an organization's employment office. Even though the specifications from openings are described thoroughly in the advertisement, many applicants who know they do not meet the job requirements may still be attracted. They apply with the hope that the employer will not be able to find applicants who do meet the specifications (Bohlander & Snell, 2004).

2) **Unsolicited application and resumes**

Direct applicants; Recruitment is an active and often aggressive process. To find the best candidates for employment, organization gets out and search for them. From time to time, however, excellent applicants turn up unexpectedly. One advantage is that many direct applicants are to some extent already "sold" on to the organization. Most of those applicants might have done some research and concluded that there is enough 'fit' between themselves and the vacant position to warrant submitting an application, a process called self-selection, which, when it works, eases the pressure on the organization recruiting and selection system. According to Bohlander and Snell (2004), even though, the percentage of acceptable applicants from this source may not be high, it is a source that cannot be ignored. In fact, it is

often believed that individuals who contacted the employers on their own initiative will be better

employees than those recruited through college placement services or newspaper advertisements, they added.

### **3) E-Recruitment:**

Online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001) has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems (Brake & Lawrence 2000).

### **4) Employee Referrals**

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

### **5) Employment Agencies**

Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

## **6) Labour Offices**

These are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

## **7) Educational and Training Establishments**

Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009).

As with any recruiting method, hiring from outside an organization instead of promoting from within the company carries both advantages and disadvantages. Some of the advantages are:

- i) When an organization recruits externally, it opens the organization up to a larger pool of applicants, which increases its chance to find the right person for the job.
- ii) Looking outside the organization also allows a company to target the key players that may make its competition successful. Hiring a candidate with a proven record of accomplishment for the competition allows the company to get an insider's view as to what the competition is doing to be successful. This gives the organization a chance to stay a step ahead of the competition.
- iii) External recruitment provides an opportunity for a fresh outlook on the industry that a company may need to stay competitive.
- iv) Bringing in fresh talent from the outside can help motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity.
- v) Hiring an external candidate also opens up many opportunities to find experienced and highly qualified and skilled candidates who will help a company meet its diversity requirements.

- vi) The biggest advantage of external recruitment is that the company has no limited supply of candidates and can choose employees all over the world.

#### **2.2.5.5 Challenges of External Recruitment**

According to Duggan & Croy (2004) external recruitment in an organization can face challenges:

- a. External recruitment requires an employee to adapt to the new environment and if the new recruit is in management, the employees may tend to resist change that he or she tries to implement because these changes may work against the organizational culture.
- b. This method of recruitment can indicate that the management of the organization fails to train or motivate their staff through promotion opportunities and career advancement.
- c. In addition, external recruitment can lead to a high rate of labor turn over when employees realize that there is no room for career advancement in the organization (Manyonyi, 2011).

#### **2.2.6 Recruitment Strategies**

Generally, organizations can recruit internally from those already employed by the organization, or source from the external labour market. A policy of internal recruiting is one component of high-performance work systems and companies that practice internal recruiting are more likely to be successful financially than companies that rely on external recruiting for top talent. This is because internal recruiting is cost effective compared to external recruitment and is considered to enhance organizational commitment and job satisfaction, which lead to lower employee turnover rates and higher productivity (Bernardin, 2003). Among the external recruitment sources, a study conducted by Lockwood and Ansari (1999) on recruiting scarce IT talent, identified a list of successful recruiting practices in descending order from most to least successful. These were: employee referral programs; dedicated information technology recruiters; speed hiring; local print and radio advertising; company Web sites with employment opportunities pages; college recruiting and job fairs.

College recruiting is especially appropriate for the recruitment of younger workers (Marchington & Wilkinson, 2002). Executive search firms are used especially when firms lack in-house capabilities, when confidentiality is crucial, and when speed of recruitment is a priority. Further, using recruitment agencies tends to reduce vacancy durations (Adams et al., 2000; Roper, 1988 cf. McGuinness and Bonner, 2002) and hence many organizations have

increasingly ‘externalized’ recruitment activities, especially executive recruitment (Torrington and Mackay, 1986 cf. Iles, 2001). However, this method is expensive and these agencies do not appear to use more sophisticated techniques than references and interviews (Clark, 1993 cf. Iles, 2001). Moreover, informal sources, for example employee referrals, direct applications, and friends or relatives familiar with the organization may yield higher performing and more stable employees than formal recruiting sources e.g. newspaper advertisements. One possible reason for this differential effectiveness is that informal sources provide more realistic.

Based on various theoretical and practical perspectives, it would be unrealistic to expect particular recruitment strategies to be superior to all others, regardless of contextual influences.

Even the most ardent proponents of “best practice” models in strategic HRM acknowledge the importance of a variety of contingency factors (e.g. Pfeffer 1998; 56, 99 – 128). Although, there are no studies investigating the effect of the fit between recruitment and context on organizational effectiveness (Rynes and Cable 2003), we can, to an admittedly limited extent, use descriptive research on organizational context and recruitment to speculate about the possibly strategic imperative of such context aligned recruitment practices.

As mentioned before, the studies reviewed in the previous section point to the existence of several contextual and contingency factors affecting both the practice and effectiveness of recruitment. The lack of large, generalizable, direct effects of recruitment practices suggests that the effectiveness of recruiting and recruitment strategies typically depends on a number of other contextual variables. From an instrumental perspective, some of these contingencies have already been highlighted above, first and foremost sectoral, or industry, moderators. The most clearly articulated description of the impact of organizational context on recruitment strategy is in Windolf’s (1986) seminal article. Windolf proposed five distinct recruitment strategies which can be placed in a parsimonious two by two matrix of contingency variables, the two variables, classified as either high or low, are the firm’s labour market power and a firm’s organizational intelligence, which was defined as the “capacity of the firm to use professional knowledge, to collect and process information, and to work out complex labour market strategies”.

Another European study (Schwan and Soeters 1994) confirmed the impact of (Mintzbergian) organization type in internal versus external recruitment strategies integrating the theoretical

perspectives of Mintzberg (1979), Doeringer and Piore (1971) and Williamson (1975), Schwar & Soeters conceptualized organizational boundary crossing as vacancy-filling and connected it to overreaching organizational strategies and configuration. The four cases they investigated were generally consistent with the author's expectation that is machine bureaucracies; internal recruitment would be more frequent than external recruitment. In the studies production plant, a private-sector machine bureaucracy, 78% of positions were filled internally. Similarly, the social security office a public-sector machine bureaucracy, 66% of all positions was filled through internal recruitment. In contrast, the two types of professional bureaucracies, an accounting firm and a hospital, relied more on external recruitment (external recruitment was used as vacancy-filling method for 76% and 64% of open positions, respectively). So to some extent, this empirical analysis showed (internal versus external) recruitment to be dependent on configurationally types of organizations. However, Schidan and Soeters also provided cross type generalizations in that new positions, tended to be filled through external recruitment channels (except in the hospital). Similarly, when labour turnover was high, external recruitment was the generally preferred method in the three-year study periods.

Another study shows that industry effects are not the only contextual factor affecting recruitment. Analyzing the recruitment of top managers, Williamson and Cable (2003) draw a social contagion and institutional theory to demonstrate that firm's network tie, the number of other firms hiring from the source firm and the organizational size of those other firms affecting top management hiring patterns. In general, the study suggests that, descriptively, institutional determinants often accompany rational influence – in recruitment as much as in other areas of HRM. Specifically, firms were more likely to recruit top managers from other firms with which they shared networking. Metric isomorphism shaped recruitment activities with previous hiring and other firm's size being more important predictors of top management recruiting than other firm's financial performance, that is, outcome imitation. Unfortunately, because the authors only reported unstandardized regression coefficient, the magnitude of the different effect sizes found cannot be compared directly.

In summary, the previous review of the literature on recruitment strategy showed that there is little consensus on the meaning of the term Definition and contexts of recruitment strategy varied widely, so that not a lot of knowledge has been accumulated despite many commendable attempts to heed Rynes and Barber's (1990) call for elevating the level of analysis from the individual to the organization. Although, the direct effects of recruitment



practices were either non-generalizable, modest in size, or uncertain in terms of causal attribution (Rynes, 1991; Rnes & Cable, 2003). Research has made major advances in identifying organization-level contingencies of recruitment.

### **2.2.7 Purpose and Importance of Recruitment**

- i) Attract and encourage more and more candidate to apply in the organization.
- ii) Create a talent pool of candidate to enable the selection of best candidate to enable the selection of best candidate for the organization
- iii) Determine present and future requirements of the organization in conjunction with its personnel.
- iv) Planning and job analysis activities.
- v) Recruitment is the process which links the employers into the employees.
- vi) Increase the pool of job candidate at minimum cost.
- vii) Help increase the success rate of selection process by decreasing number of viably under qualified or over qualified applicants.
- viii) Help reduce the probability that job applicant once recruited and selected will leave the organization only after a short period of time.
- ix) Meet the organization legal and social obligation regarding the composition of its work force.
- x) Begin identifying and preparing potential job applicants who will be appropriate candidates.
- xi) Increase organization recruitment techniques and services for all types of job applicants.

### **2.2.8 Forms of Recruitment**

The organization differs in terms of their of their size, business, processes and practices. A few decisions by the recruitment professionals can affect the productivity and efficiency of the organization. Organizations adopt different forms of recruitment practices according to the specific needs of the organization. The organization can choose from the centralized or decentralized forms of recruitment explained below.

#### **i) Centralized Recruitment**

The recruitment practices of an organization one centralized when the HR/recruitment department at the head office performs all the functions of recruitment decision for all the

business ventures and department of an organization carried out by the one central HR (or recruitment) department centralize form of recruitment is commonly seen in government organizations. Benefits of the centralized form of recruitment are:-

- reduces administration costs
- better utilization of specialists
- uniformity in recruitment
- reduces favouritism
- Every department send requisitions for recruitment to their central office.

## **ii) Decentralized Recruitment**

Decentralized recruitment practice are most commonly seen in the case of conglomerates operating in different and diverse business areas with diverse and geographically spread business areas and office. It becomes important to understand the needs of each department and frame the recruitment policies and procedures accordingly. Each department carries out its non-recruitment choices between the two will depend upon management philosophy and needs of particular organization. In some cases, combination of both is used. Lower level staffs as well as top level executives are recruited in a decentralized manner.

## **iii) Equal employment opportunity**

Equal opportunity employment refers to the approach of the employers, to ensure the practice of being fair and impartial in the employment process. The term “equal opportunity employment was first given by president Lyndon B Johnson he signed executive order which was created to prohibit federal contractors on the basis of race, sex, creed, religion, kolar, or national origin. The scope of the order also covered the discrimination on the basis of the minority status.

## **iv) Discrimination in employment**

Discrimination refers to the any kind of prejudice, business or favoritism on the basis of disability, race, age, sexuality, pregnancy, marital status and unemployment

No person should be treated less favourable than other on the basis of the specified issues above many.

Diversity in workforce with globalization and increasing size of the organizations.

This diversity in the work force is increasingly i.e. People from diverse background, educational background, age groups, race, genders, abilities etc. come together to work for one organization and common objectives. Therefore, it is the responsibility of the employer

to create and equality in based and discrimination free working environment and practices. Equal opportunity means treating people equal and fairly irrespective of their face, religion, sex, age, disability etc. growing women on equal treatment and access to opportunities at the work place. Equal employment opportunity principles help to realize and respect the actual work of the individual in the basis of his knowledge, skills, abilities and merit. And the policy should cover all the employees of an organization whether permanent or temporary, contractual e.t.c.

Equal employment opportunity is necessary to ensure:-

- ✓ To give fair access to the people of all development opportunities.
- ✓ To create a fair organization, industry and society,.
- ✓ To encourage and give disadvantages or disabled people a fair chance to grow with the society.

### **2.2.9 Maintaining fairness/equity in the recruitment process**

It is often difficult to ensure and maintain fairness/equity in the recruitment process although, in every jurisdiction, there are laws that protect individuals and vulnerable groups from the negative impact of discriminatory practices. Where necessary, systems, detailed procedures and processes exist or must be established to minimise discrimination. Each country designates/identifies a group or groups for special notice; women, visible minorities and the disabled are usual targets. The Government of Canada, in articulating its “employment equity act and regulations”, identified four designated groups as employment equity targets: women, Aboriginal people, members of visible minority groups, persons with disabilities. In the legislation, managers’ responsibilities for employment equity are stated as:

- Ensuring effective overall performance and continuous progress of the employment equity goals within the operation;
- Achieving, fostering and maintaining a representative workforce;
- Showing leadership in employment equity and demonstrating commitment to it by ensuring that discrimination and stereotyping are not tolerated; and
- Informing and educating employees in the organisation about employment equity and diversity.

The Australian Public Service Commission, in ensuring that there were no infringements against individuals rights, issued general guidelines on workplace diversity, some of which related to recruitment:

- Integrate workplace diversity with the agency's goals and business.
- Reflect agency workplace diversity objectives in workplace agreements and certified agreements.
- Integrate workplace diversity principles into human resources policies and practices.
- Include implementation of workplace diversity objectives in the corporate plan, business plan and client service charters.
- Ensure information about employment opportunities is available in accessible formats.
- Review recruitment and selection processes to ensure that current and potential employees are not discriminated against.
- Gather information on demographics.

### **2.2.10 Human Resource Challenges in Recruitment**

Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organization, diplomacy, marketing skill (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization. The HR professionals handling the recruitment function of the organization are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organization. In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. in an already saturated job market, where the practices like perching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function recruitment. They have to face and conquer various challenges to find organizations.

The major challenged faced by the HR in recruitment are:-

- i) **Adaptability to globalization:** The HR professionals are expected and required to keep in time with the changing times, i.e the changes taking place across the globe. HR should maintain the timelessness of the process.
- ii) **Lack of motivation:** Recruitment is considered to be a thankless job. Even I the organization is achieving results, HR department or professionals are not thanked for recruiting the right employee and performer.
- iii) **Process analysis:** The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive ad

responsive to the immediate requirements. The recruitment process should be cost effective.

- iv) **Strategic prioritization:** The emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become an challenge for the recruitment professionals.

### **2.2.11 Problems of Recruitment in Nigerian Civil Service**

The efficiency and effectiveness of any work place (whether the private or public sector) largely depend on the caliber of the workforce. The availability of a competent and effective labour force does not just happen by chance but through an articulated recruitment exercise (Peretomade & Peretomade 2001). Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time, from the right places, (Mirkels et al; 1999) and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization fulfil its human resource plan. A recruitment process begins by specifying human resource requirement (number, skill, mix, levels, time frame), which are the typical results of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely attracting potentially candidates, to apply for vacant positions on the organization. This can be done through recruitment within the organization (internal sources), and of recruitment outside the organization (external sources). After this phase, the organization should devise selection tools to help sort out the relative qualifications of the job applicants and appraise their potential for being good performers in a particular job (Jones et al 2000). These tools include applications and resume, interviews, reference checks; test (Snell, 1999). The essence of these recruitment activities is for the organization to appoint the best applicant with the right ability, temperament and willingness (Mullins, 1996).

Recruitment of personnel for the civil service is one of the crucial tasks of modern government and lies in the heart of the problem of personnel administration (Bassy, 1994). The state and federal civil service commissioners serve as employment agents for the civil services in Nigeria and they do the recruitment without a fee (Nwachukwu, 2000). Specifically, the authority for recruitment into the Nigerian Federal Civil Service Commission is the federal civil service commission (FCSC). However, the commission

delegates powers to federal ministries and extra ministerial departments to recruit junior staff to post graded GL 01 – 06 (Al-Gazali, 2006). The Nigerian federal civil service system emphasizes uniformity, standardization and transparency in recruiting competent applicants. Despite these emphasizes, it is perceived that the recruitment process, lacks equity and transparency, making it difficult if not impossible to recruit the best qualified applicants for available jobs in the service. The perceived problems of recruitment in Nigerian federal civil service could be attributed to factors such as inadequate and invalid standards for evaluating job candidates (as a result of absence of job analysis), sources of locating the potential applicants, transparency and independence of the recruiting authority, and the administrative machinery for determination of qualifications. Environmental influences such as technological, social, political and economic demand also cause problems that affect recruitment into the federal civil service. The recruitment process and its impact on the recruitment exercise in order to attract broad range of potential applicants and screen out unsuitable applications. Therefore, aims to identify the prevalent problems affecting recruitment in Nigerian public sector and to determine the extent of the application of job description and job specification in the recruitment process (Babaru, 2003).

The Nigerian public sector has to make standard and objective recruitment decision by appointing the right applicants in the service and accurately matching them with position classification. A good recruitment exercise enhances productivity. It also reduces cost as it reduces labour turnover rate and employee dissatisfaction (Nwachukwu, 2000). There are a number of resources that contribute towards the success of any organization such as manpower, money, machine, material, information, idea and other inputs, while these resources are important, the human factors, in the most significant one because it is the people who have to coordinate and use all other resources (Chandan, 1987). Recruitment is integral part of human resource and involve the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in the organization. (Revede & Peremodé 2001), matching them with specific and suitable jobs and assigning them to these jobs (Chadan, 1987). Job analysis, which is the study of what is to be done, where, how, why and by whom in current and predicted job, begins the recruitment process (Mc-Cormick, 1976).

Public sector recruitment is the process through which suitable candidates are induced to compete for appointments into the civil service. The civil service is a professional body of officials, permanent paid and skilled (Finer, 1949). It is a system that offers equal

opportunities to all citizens to enter the government service, equal pay to all employees doing work requiring the same degree of intelligence and capacity, equal opportunities for advancement equal favourable conditions and equal participation in retirement allowances and makes equal demand upon the employees (Willoughby, 1964). The major requirements of the civil service are that it should be importantly selected, administratively competent, politically neutral and imbued with the spirit of service to the community (Ghadden, 1984). The civil service is indispensable to the functioning of the modern state (Basu, 1994), that is, why the condition of a society is largely determined by the performance of the public service (Philips, 1990). The civil service is the major facilitators for implementation of the will of the state as expressed through public policy. The civil service is a person who is employed into the civil service. He should not be a political or judicial office holder and his remuneration should be solely paid out of government funds. Due to the increasing significance and importance of the civil service in modern society and the assumption of responsibility by the government for the performance of various social and economic functions, it has become necessary to recruit competent applicant into the services.

The recruitment process should attract the best available talents to the civil service. The key to most recruitment process in the civil service is the motion of position, classification, which is arrangement of job on the basis of duties and responsibilities and the skills required to perform them (Denhardt & Denhardt, 2006). This classification is derived from a rough job analysis. The use of position classification system is important in the public sector recruitment process because it maintains an objective inventory that connects positions o the tasks and skills required to fill them. Once it has objectives statements about positions, a civil service is able to source potential applicant by creating awareness of the existence of vacancies. According to Mancesser (1998), the recruitment process into the public sector involves a number of problems because of diversification of the civil service functions and the growth of democratic and equalitarian principles. Some of these arise from the location of the recruiting authority, methods or sources of recruitment, qualifications of the employees and methods of determining qualification of skill needed. Emphasis on corporate culture and unattractive work places (Nickel, et al 1999). These other problems arising from the environment are monitored and appropriate corrective measures taken in order to ensure the ability to recruit the right type of persons for the right jobs based on the principles of merit and equal opportunity for all.

### **2.2.12 Selection**

As stated Mondy (2010), selection is the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Whereas the recruitment process is aligned to encourage individuals to seek employment with the organisation, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organisations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma & Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

Amos et al. (2004), as well as Mathis and Jackson (2006), define selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed. Robins et al. (2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner. This means that selection panels, in their quest to select applicants with potential. Perhaps the most basic question in this area is why employers engage in selection efforts at all.

### **2.2.13 Selection Process**

Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests, applications and résumés can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applicants' strengths and weaknesses (Tjosvold & Newman, 2003).



### **2.2.13.1 Screening**

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

### **2.2.13.2 Selection tests**

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment centre procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where „personality“ is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations a battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest pitfall to avoid is adding extra tests just for the sake of it, without ensuring that they make a proper contribution to the success of the predictions for which the battery is being used (Philipo, 2008).

### **2.2.13.3 Application blank/form**

An application blank is a formal record of an individual's application for employment (Carrell, 2000). This means that blank/form is used to take record of the applicant's desire to obtain a position. Information such as age, sex, qualification, experience, skills and interest

are provided in the application blank/form. The information obtained from a completed application blank/form is compared to the job specification to determine whether a potential match exists between the organization's requirements and the applicant's qualification. According to Torrington (2005), since no more than six or seven pieces of information are used in making an appointment decision, the best method for evaluating an application is a weighted application blank/form procedure. This procedure involves placing a value or score for items on the application blanks/form that have been found to predict successful job performance. Applicants receive points according to the information they provide on the blank/form and can then be ranked on the basis of their total points. Application form is the first hurdle that has to be cleared to get a job. It is the part of the selection process that is seen as the necessary but unpleasant task— done in a rush, under protest and without enough preparation and thought.

According to Corfield (2009), application forms are the most common methods used by employers to recruit new staff. It is a document written by job applicants putting themselves forward for a particular job. Some of the information provided in an application form are; applicant's name, age, sex, qualification, experience, religion, interest, residence, contact address and references. Information in the application letter provides the basis for some of the questions during the interview and test. A properly prepared application form serves four purposes including;

- 1) It is a record of the applicant's desire to obtain a position
- 2) It provides the interviewer with a profile of the applicants that can be used in the interview
- 3) It is a basic employee record for applicants who are hired
- 4) It can be used for research on the effectiveness of the selection process.

#### **2.2.13.4 Interview**

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001). During the interview, panel members (interviewers)

normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004).

#### **2.2.13.5 Structured interview**

According to Anthony *et al.*, (2002), structured interview is the type of interview which the interviewer asks questions from a prepared list and does not deviate from the list except for some follow-up questions. The interviewer relies on a predetermined set of questions. Gareth (1997), suggest that, the unstructured interview is half as effective as a structured interview. Structured interview is useful for valid results especially when scaling with large numbers of applicants. With the structured interview, every applicant is asked the same basic questions, so comparisons among applicants can more easily be made. This type of interview allows an interviewer to prepare job-related questions in advance and then complete a standardized interviewee evaluation form. The structured interview can be more reliable and valid than other approaches. The format for the interview ensures that the same interviewer has similar information on each candidate, so there is higher inter rater reliability. Also the fact that several interviewers ask the same questions of applicants has led to a better inter rater reliability.

#### **2.2.13.6 Unstructured interview**

As stated by Harris (2000), unstructured interview is the most common type of interview and it allows the interviewer a great deal of discretion in terms of which questions are asked and in what order. Werther (1996), observed that it is useful when trying to help interviewees solve personal problems or understand why they are not right for the job. The difficulty observed with unstructured type of interview includes keeping it job related and obtaining comparable data on each applicant. In a panel interview, several interviewers interview the candidate at the same time and all interviewers hear the same responses. On the negative side, applicants are frequently uncomfortable with the group interview format. He asserts that this panel interview reduces personal biases any individual interviewer may have. Bohlander *et al.*, (2001), observed that while all of the steps in the selection process are equally important, the most critical step is the decision to accept or reject applicants. Administratively, the job offer is supposed to be done by the human resources manager. However, technically, the actual decision of job offer is done by the line or functional manager under whom the

prospective employee is coming to work. This is so for two main reasons: 1. The new employee is coming to work under the line manager and in case of poor or deficient performance by the employee, the line manager can not blame any other person.

#### **2.2.13.7 Physical Examination**

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre-placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis & Jackson, 2006).

#### **2.2.7.8 Physical ability test**

In addition to learning about a job candidate mental capabilities, employers may need to assess a person's physical abilities as well. Particularly for demanding and potentially dangerous job like those held by fire-fighters and police officers, physical abilities such as strength and endurance are important attributes for successful job performance (Steward *et al.*, 2001).

#### **2.2.13.9 Attainment/ achievement tests**

According to Torrington *et al.*, (2005), whereas aptitude tests measure an individual's potential, attainment or achievement tests measure skills that have already been acquired. They noted that there is much less resistance to such test of skills. Because achievement tests measure current behavior, they may be an excellent predictor of future employee behavior. Therefore human resource department may use achievement tests to determine whether a person can do the job and aptitude tests to measure whether or not someone can be trained to do the job (Carrel., 2000).

#### **2.2.13.10 Cognitive ability Test**

Cognitive ability tests measure mental capabilities such as general intelligence, verbal fluency, numerical ability, and reasoning ability. Carrell (2000), asserts that it is the natural ability in a particular discipline or the ability to learn quickly or to understand a particular area of study. It reveals an aptitude for the area or discipline. Ability to score high on such tests correlates with the capacity to retain new knowledge, to pass examinations and to succeed at work. However, the intelligence tests used would still need to be carefully validated in terms of the job for which the candidate was applying. However, it is important to note that intelligence is to some extent determined by the context, so an individual's test

score may not reflect capacity to act intelligently. Indeed practical intelligence, associated with success in organizations, may be different from the nature of intelligence as measured by tests.

#### **2.2.13.11 Personality Test**

Personality test is a test given to an applicant that will supposedly predict the type of personality a candidate has and how that personality will affect job performance (Harries, 2000). However, personality is also context dependent, because personality change overtime. Personality test falls into one of five dimensions including extroversion, emotional stability, openness to experience, agreeableness, and conscientiousness. The conscientiousness scale is the most consistently predictive of job performance. People who are persistent and who feel a sense of obligation generally perform better on the job. As a selection tool, Carrel (2000), noted three primary problems with personality tests. First, they are generally not reliable or valid predictors of job performance (Wright *et al.*, 1999). Second, to be useful, such tests assume that job applicants have sufficient insight to describe themselves accurately-often an unjustified assumption. Third, in a desire to perform well, candidates may give false responses to produce what they believe to be the desired “test score”, despite there being no right or wrong answers on personality tests. Tests are subject to manipulation and therefore not sufficient predictor of job performance. There is further problem that some traits measured by the test will not be relevant in terms of performance on the job.

#### **2.2.13.12 Medical /Physical Test**

As posit by Bohlander *et al.* (2001), medical test though one of the latest steps in the selection process, is generally to ensure that the health of an applicant is good to meet the job requirement. It also provides a baseline against which subsequent medical examinations can be compared and interpreted. The challenges with medical examination in the selection process are that, it is time consuming and can be expensive. According to Grobler (2006), a job offer is usually made contingent on the applicant’s passing a medical examination. Dessler (2005) gave five reasons for conducting medical/physical examination as;

- i) Whether the applicant qualified for the physical requirement of the job.
- ii) To discover medical limitation in placement of the applicant.
- iii) It provides record and baseline of applicant’s health for future insurance and compensation claim.
- iv) To reduce the problems of absenteeism, sick leave and accidents and finally

- v) To detect communicable diseases unknown to both the applicant and the employer.

Anthony *et al.*, (2002), however, maintained that, the reason for the examination must be deemed a bona fide occupational qualification. The authors stressed that physical examination can also include drug and alcohol test. Also, they maintained that Acquired Immune Deficiency Syndrome (AIDS) test in an organization is unnecessary because the disease cannot be contracted from AIDS patients under normal working conditions.

#### **2.2.13.13 Reliability**

Using test as a selection device is useful only when the test is reliable and valid. Reliability is the extent to which a test provides consistent result. Reliable data reveals the degree of confidence that can be placed in a test. If a test has low reliability, its validity as a predictor of performance will also be low. However, the existence of reliability does not in itself guarantee validity. Gomez-Mejia *et al.*, (1995), viewed reliability of a test as the consistency of measurement, usually across time but also across judges. Put differently, reliability is a measure of how much error is present in a measurement. According to Werther (1996), reliability is the ability for the test to yield consistent results each time an individual takes it. Thus, the test should be consistent in its measurement. Anthony *et al.*, (2002), asserts that for the test to be consistent in measuring, it must be free from errors. Thus, the more errors in the measurement, the less reliable it will be.

#### **2.2.13.14 Validity**

Validity is the extent to which scores on a test or interview correspond to actual job performance. It represents how well the technique being used to assess candidates for a certain job is related to performance in the job. According to Wright *et al* (1999), validity is the basic requirement for a selection test. Anthony *et al.*, (2002), defined validity as the ability for the test to accurately and consistently measure what it purports to measure.

#### **2.2.13.15 Background/reference checks**

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis & Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide

the organization with other people's perceptions of the candidate's professional ability. The company should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in order to check the authenticity of what the candidate provided on the application form (Snell & Bohlander, 2010). References are one of the more popular and „traditional“ tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty & Morley, 1998).

Boloisi (2007), suggested that references play an important but subsidiary role, operating as an information and evaluation source, short listing and interview questions, or as a check in the interview decision. According to Bohlander *et al.*, (2001), as a legal protection for all concerned, it is important to ask the applicant to fill out forms permitting information to be solicited from former employers and other reference sources. The authors maintained that many organizations are reluctant to put into writing an evaluation of a former employee. This, the authors explained that several firms have been sued by former employees who discovered that they had been giving poor recommendation. They stated that a survey by the Society for Human Resource Management (SHRM) found out that although 75% of companies do provide reference, most of the reported information consists only of employment dates and position. According to Carrel *et al.*, (2000), the primary reason for conducting reference checks are to verify information about the candidate and to uncover information not provided such as poor attendance, inability to work with team members, criminal record, suspended driver's license among others. In the view of Gomez-Mejia *et al.*, (2007), one of the best methods of predicting the future success of prospective employees' is to look at their employment records. The primary motivation for organizations to conduct background checks is to avoid a lawsuit charging negligent hiring.

The Human Resource Department has the responsibility to investigate the background of each potential worker. However, many managers are becoming increasingly skeptical about the reliability of information provided by referees. The problem is compounded by the fact that many past employers are reluctant to provide any information to another employer other than factual information such as date of employment, length of service among others. Also, if the candidate has not resigned his current job, there may be a problem contacting the employer for background information. This is because the candidate may not like the current employer to know that he is leaving the organization. In their view, the critical step in

recruitment and selection, is the decision to accept or reject applicants. They suggested that, administratively, the job offer is supposed to be done by the Human Resources Manager. However, technically, the actual decision of job offer is done by the line manager under whom the prospective employee is coming to work. This is so because the new employee is coming to work directly under the line manager and in case of poor performance, the line manager cannot blame other persons. The new employee is introduced into the organization by the Human Resources Manager or Head of Department. He is placed on the job and giving orientation or on the job training for a short period. The aim of the placement and orientation is to make the new employee familiarized himself or herself to the new job and environment he is coming to work respectively. The Head of Department monitors the performance of the new employee to ascertain whether he can do the job well and independently. In case the new employee is found unable to perform the tasks of his new job, management may retrain and transfer him to another job. If the new employee can not perform this new job, management can terminate his employment since he is serving probation.

#### **2.2.13.16 Job Offer**

The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. In other words, it is the last step in the selection process. Development of an offer via e-mail or letter is sometimes a more formal part of this process.

#### **2.2.14 Challenges of Recruitment and Selection**

According to Cooper et al. (2003) recruitment and selection of employees is the most important job of a Human Resource person. CIPD (2009), suggest that effective recruitment is central and crucial to the success of day-to-day functioning of any organization. The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009). Briggs (2007), identified some of the problem affecting recruitment and selection as, the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. Kaplan and Norton (2004), indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and



competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time.

Batt (2002), affirms that recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most important ones a manager has to make; they affect the manager's ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of HR managers have a major influence 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 applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004). Conducting a thorough job analysis and identifying the right caliber of candidates bring about a good blend between applicants and the job.

Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization as Armstrong (2006), identified, there are stages by which a thorough job analysis must aim to achieve -defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, and reviewing and evaluating alternative sources of applicants inside and outside the organization. Job analysis process generates information which is converted into tangible outputs of a job description and a person specification, that is what has to be done and who does it before recruiting for a new or existing position. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam and Corbridge, 2006).

Organizations in the selection process use methods such as application forms, interviews, formal tests, references, assessment centres and official transcripts. An organization needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and

the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. In business strategy implementation, the involvement of line managers in the entire staffing process (that is, drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role. (Dess and Jason, 2001). Organizations that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates (Batt, 2002). Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001).

In recruitment and selection practice, the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is „utterly unscientific and unreliable and that managers are „liable to be turned this way and that by the most inconsequential of considerations“. In place of this unsatisfactory state of affairs, these scholars propose that the physical self-provide the key to „unlocking the inner secrets“ of the individual seeking employment, and therefore should inform the selection process. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision-making. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Internal recruitment does not always produce the number or quality of personnel needed. According to McKenna & Beech (2002), some of the organisations traditionally taken the employees from education institutions have operated many processes to recruit the young

people, who are in their final-year or just completed their studies. In such an instance, the organization needs to recruit from external sources, either by encouraging employee referrals; radio advert, TV advert, newspaper advert, professional association, employment agents, door to door, telephone, recruitment from school, job fairs, talent hunt, job proofing, initial job offer and the use of labor office.

#### **2.2.14.1 Compensation/Rewards**

According to Mondy, (2008), If the compensation package of a company is inferior to those provided by other competitors, hiring and retaining the best talent will be difficult or impossible. He further suggested that if the safety and health records of the organization are poor as compared to those of other competitors, it will be difficult to hire and retain the best talents in the organization. Compensation is the monetary reward payment to an employee for work done. This means that compensation and health and safety records of a company are important tools use to attract and retain best talents. It also means that best talents will not go to or stay with an organization that has low and poor compensation and health and safety records.

#### **2.2.14.2 Technical advice**

In the views of Batty J. (1974), the practice whereby some line or functional managers in some organizations leave the entire process of engaging employees to the human resources personnel is quite wrong and is in opposition to the idea behind the personnel function – namely, to advise on employee selection. As stated earlier, technically, it is the functional manager who selects the best candidate for job opening. This is so because of the fact that the new employee is coming to work under the departmental manager and he can not blame anybody should in case the employee performs poorly. There is the tendency of “passing the back” in case of employee poor performance especially where the departmental manager was not part of the selection process.

#### **2.2.14.3 Biases**

According to Poole *et al.*, (1999), recruitment and selection processes are complex and involve human decision making. Unfortunately, however, human information processing capabilities are limited. Therefore, managers rely sometimes on inferences and shortcuts in judgment, and biases become a critical issue. In their view human judgment biases can affect the objective and quality of the selection process. According to Cascio, (1992), the lack of preparation for interviews allows the selection decision to be biased by information or

characteristics that are not related to the performance of the job. These biases can take the form of first impression, gender and attractiveness the degree to which the applicant matches the stereotypes formed by the interviewer before the interview and even the amount of silence or nonverbal cues present in the interview. The use of structured interviews may result in the interview being dominated by the interviewer and, as a consequence, the interviewees may feel overwhelmed and unable to perform their best.

#### **2.2.15 Recruitment Vs Selection**

Both recruitment and selection are the two phases of the employment process. The difference between the two are:-

- i) Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.
- ii) The basic purpose of recruitment is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization, whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization.
- iii) Recruitment is a positive process i.e. encouraging more and more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidate.
- iv) Recruitment is concerned with tapping the sources of human resources whereas selection is concerned with selecting the most suitable candidate through various interviews and tests.
- v) There is no contract of recruitment established in recruitment whereas selection is between the employer and the selected employee.

#### **2.2.16 Cultural Factors Influencing Recruitment and Selection Process in Nigeria**

Recruitment and selection in different organizations and mostly in the Nigerian civil service are weighed down by certain cultural factors that affect and violate meritocracy. The cultural assumptions examined here seem to primarily affect recruitment, selection and appraisal. HRM activities in cultures with perceived control over their environment feel that people can and do have an impact on their environment and therefore, consider merit (e.g.

accomplishment, experience) and skill as the critical criteria for recruitment and evaluating personnel

- i) Submit culture, seek assistance from those in their environment so that personal contacts are an important sources for being recruited and evaluated. It also value long term employment.
- ii) Control cultures value, training to enhance their control over their surrounding. Control cultures value limited employment as long as employees skills are needed to meet organizations goals. The following are the cultural factors that influence personnel recruitment and selection among organizations in Nigeria.

#### **A) Ethnicity/tribe**

The public service is an important organ of government, hence it staff of great interest to stakeholders in the society. During recruitment and selection of applicants into vacant positions in an organization, their tribe and ethnic group tends to influence the recruitment and selection process because when the recruiter comes from an ethnic/tribe in the country (e.g. North/Hausa, he/she will be bias and favour those from his/her ethnic/tribe group in the process of selection thereby lacking merit. This is against the idea of max weber's model of bureaucracy in which civil servants and non-civil servants alike should be selected purely on the basis of merit. (Mukoro, 2005).

#### **B) Religion**

The place of worship one attends also has a great influence in the recruitment and selection of personnel into vacant positions among organizations. (Christianity and Islam) and among the Christian religion, there are subdivisions which includes catholic, orthodox and Pentecostal group. Most recruitment process as part of teir fraternity and to encourage continued membership, and it is also being preached that those seeking employment should come to their church (es) and they will be provided with work within a merit.

#### **C) Corruption**

This is the act of giving bribe (a huge sum of money/sex) depending on the sex of the applicant; such giver(s) may be favored and eventually employed into the organization. Every efforts made to curb the act has yielded no results as the unemployment situation in the country keep rising and applicants are desperate by the days so as to contend life challenges. This days, we see happened in almost every recruitment exercise and currently the rate paid in the armed forces Recruitment ranges from sixty thousand naira to eighty thousands naira (N60,00 to N80,000) while the civil service it is fifty thousand naira to one hundred and fifty

thousand naira (50,000 to N100,000). This also have killed meritocracy and frustrate qualified applicants in their search for a befitting job.

#### **D) Quota system**

The objectives of the Federal Character Commission of Nigeria reflects the following:

- To foster a sense of belonging among all Nigerians
- Ensure equitable sharing of positions in the public service without sacrificing merit.
- Fair distribution of socio-economics amenities.,
- To foster even development and promote national unity as well as command national loyalty. But operationally, it has sacrifice merit and excellent at the altar of quota systems. Momah (1987) argued that in operating the principle of Federal Character Commission (quota system). Nigerians must seek to level upwards rather than downwards. He said, the aim of the system should be to make a poor, as rich as the wealthy in our midst.

#### **E) Collective beliefs**

This selects employees that fit the work group conformity and loyalty, to appraise and promote employees. Likewise the general belief within an environment tends to affect the recruitment and selection process when other recruitments stick to it.

#### **F) Gender differences**

Most recruitment exercise emphasizes gender differences especially in the banking sector when the recruiters tend to favour the feminine among applicants. The purpose of training and performance appraisal in masculine cultures is to stress performance on specific tasks as well as to help people achieve feminine cultures tends to emphasize the ability to work with others and service to the organization in recruitment, training and appraisal of employees because they value processes as much as results. Masculine cultures rewards results, where as feminine cultures reward processes or how the results are achieved as well.

#### **G) Power Distances (PD)**

This factor is mostly used in training and promotion to already existing employees in the organization. High power distance cultures emphasize on status where in clerical jobs and managerial jobs are higher in status than non-managerial jobs in such cultures one's boss determines one's training needs. Training is conducted to convey specific skills and the trainers have higher status in the training situation so she/he lectures primarily. High PD cultures have wider salary gaps between organizational levels to reflect the higher status of those in higher jobs. Low PD culture minimize status differences, so they view clerical and blue collar jobs as equal and salary gaps between organizational levels are not as large. Since people in lower status positions in the organization can share decision power they can initiate

some of their training needs. Training is provided to give individuals more autonomy in performing their jobs. During training sessions, power sharing occurs between trainer and trainee as the trainer uses more participative techniques such as discussions and role play.

#### **H) Uncertainty avoidance (UA)**

High UA culture, fear the unknown and tend to be more suspicious of foreigners who are unknown to them and are more reticent in recruiting and selecting persons having a different cultural background. Training is geared towards developing specialist in light UA cultures because having experts helps reduce uncertainty. High uncertainty avoidance cultures value security s they emphasized appraisals and in promoting people. Low uncertainty, avoidance cultures rely on merit and task performance for appraisals and promotion because they value risks over securing.

#### **I) Context**

Low context cultures derive meaning from verbal communication so criteria for recruitment, selection and appraisal are explicitly and appraisals are done regularly to add to its explicitness. They prefer training sessions and materials that are specific in nature, while high context culture tends to prefer implicit criteria that can be derived from the situation. Training sessions and materials may be more general in value; performance appraisals include subjective standard and more subtle and implicit criteria to avoid embarrassing as individual in the case of negative feedback so as not to break the hand of trust between members.

#### **J) Employment requirement**

This refers to the ability and qualifications that are required of recruitment. A good recruiter should know which requirements are absolutely necessary and which are merely desirable where the requirement are low, there is the tendency that the recruits that will be attractive to the organization will turn out to be incompetent on the other hand, the recruitment are unrealistic high, it will lead to unnecessary costs.

#### **K) Corporate image**

What people think about an organization or the impression they have, goes along way to determine the image of the company. It is mainly a function of what it does and whether it is perceived as providing a good place to work in it is also affected by the size of the organization and its industry.

#### **L) Labour market condition**

The rising rate of unemployed graduates in the country has slightest recruiting effect may by any organizations skillful and prolong recruiting will be necessary in order to attract the right quality and quantity of employees desired.

#### **M) Government and union restrictions**

This arises mainly due to government efforts to ensure equal employment opportunities for its citizens. Usually, where there are disadvantaged and minority groups, there is the tendency that they will be marginalized in resource allocation and employment. As a result, it makes and enforces legislations that every citizen is given equal opportunities for employment.

#### **2.2.16 Structures of Personnel Recruitment and Selection in Public Organizations of Nigeria**

Selection according to Agbo (2003) is the assessing of the candidates by various means and making a choice followed by an offer of employment. This involves evaluating and choosing among job applicants. The staff selection process can be seen as a series of steps that are performed on a continuing basis to know if the organization was supplied with the right people in the right position at the right time. This step includes: Human Resources planning, recruitment, selection induction and orientation, training and development, performance appraisal, transfer, promotion, demotion and separation. The following are used as selection goals in building a viable human resources department application forms accept resume (CV) conducting interview and reference checks.

The selection function is affected by both internal and external factors ranging from organization. Size, its financial strength and the company policy as regards recruitment. The four commonly used selection criteria according to Ugbam (2009) are (i) education, (ii) working experience (iii) physical characteristics (iv) personal characteristics. The goal of the selection process is to accurately determine the candidates that possess the knowledge, skills abilities and other characteristics (KSAOS) that are necessary for one applicant to perform well in the job selection exercise. The process of selection ranges from job to job and from organization to organization depending on quality, competency and vacant position. There are different selection patterns that exist among organizations and they include:-

- Systematic selection: It involves following a pattern that is adaptable for all vacancies and capable of being expanded or contracted as necessary.
- Compensatory approach: This allows applicants to proceed through the entire selection process, securing measure and assessments of their qualifications at each step.



### **2.2.17 Improving the Effectiveness of Recruitment and Selection**

An HRM approach can be adopted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. Moreover, these requirements will include commitment and ability to work effectively as a member of a team. As described by Townley (1989), both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed „bio data“-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability.

The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioural characteristics required of employees. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centres are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programmes.

### **2.2.18 Impact of Recruitment and Selection Practice on Performance**

Performance is an increasingly important issue for all business enterprises in developed and developing economies in both public and private enterprises. Organizations are however not exempted from the necessity of performance as they are continually threatened by increase competition resulting from the increasing liberalization of the global economy. Individual performance is topical issue in today's business environment, to the extent that organizations go to the length to appraise and manage it (Armstrong and Barron, 1998).

Performance as defined by Hellriegel et al. (1999), is the level of an individual's work achievement after having exerted effort. Hayward (2005), stated that individual performance is a product of ability multiply by motivation. With environmental factors influencing performance primarily through the effect of individual determinants of performance ability and motivation. Qureshi and Ramay (2006), argue that HR practices are positively correlated with the profitability and suggest that management of organization must focus on these HR

practices (recruitment and selection) resulting in improved organizational profit. In order to get maximum output from employees, it is important to consider a fit between successful candidates and the organization. This is made possible by the use of selection criteria as basis on the questions asked by the selection panel and in interview. By selecting the required candidates for positions in respective departments, line managers could help achieve a better fit between job and candidate (Zhuand Dowling, 2002).

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance.

Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization.

On the other hand, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment.

Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor

performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees.” Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations

Incontestably, there is a positive and significant relationship between recruitment and selection and the organizational performance. This is because the quality and caliber of human resource determines the extent to which an organization performs in terms of effectiveness, productivity, product quality and innovation. Employees’ remains the most valuable asset an organization can ever have; because it is consequent upon this asset that the organization’s ability to perform lies. For instance, organizational innovation is championed by its staff. Thus, if the recruitment and selection process in an organization is strictly based on merit, then, highly skilled staff are expected to constitute its human resource and this will definitely spearheaded innovativeness in the organization. Also, with regards to quality of products, only an organization with highly skilled human resource can ensure that quality products are produce by their organization. Also, the recruitment and selection process will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the effectiveness, productivity and organizational innovation increases. Little wonder, Rauf (2017) discovered that sophisticated recruitment and selection procedures are positively related to organizational effectiveness and productivity.

#### **2.2.19 Organizational Performance**

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Hamid, Maheen, Cheem and Yaseen (2017)

emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes. They state that a performance theory is needed that stipulates:

- i) The relevant performance dimensions;
- ii) The performance standards or expectations associated with different performance levels;
- iii) Low situational constraints should be weighed (if at all) when evaluating performance;
- iv) The number of performance levels or gradients;
- v) The extent to which performance should be based on absolute or comparative standards.

Jenatabadi (2015) submitted that, on an individual basis, it can be a record of the person's accomplishments. Performance could be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions (Nikpour, 2017). Also performance is about outcomes but the concept is linked to the idea of a balanced scorecard. According to Ahmed and Shafiq (2014), performance is an increasingly important issue for all business enterprises in developed and developing economies in both public and private enterprises. Organizations are however not exempted from the necessity of performance as they are continually threatened by increase competition resulting from the increasing liberalization of the global economy. Individual performance is topical issue in today's business environment, to the extent that organizations go to the length to appraise and manage it (Mc, Ssekajubo, Lwanga & Ndiwalana, 2014).

Performance as defined by Ibrahim and Primiana (2015) is the level of an individual's work achievement after having exerted effort. Hayward (2005) stated that individual performance is a product of ability multiply by motivation. With environmental factors influencing performance primarily through the effect of individual determinants of performance ability and motivation. Obeidat, Abdallah, Aqqad, Oqlah, Akhoersheidah and Maqableh (2017) remarked that performance does not need to be managed rather needs to be encouraged, developed, supported and sustained. This implies that performance needs to be designed and implemented within the context of the organizational structure. Ekpe, Isaac and Inyang (2015) was also of the view that performance is the process, which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance.

In the view of Novak (2017), contextual performance deals with attributes that go beyond task competence and that foster behaviours that enhance the climate and effectiveness of the organization. The Oxford English Dictionary defines performance as: “The accomplishment, execution, carrying out, working out of anything ordered or undertaken? This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the results achieved. Performance could therefore be regarded as behaviour - the way in which organizations, teams and individuals get work done.

Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors (Namada, 2017; Nebo, Nwanbo & Okonkwo, 2015). A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action, not just the Instruments for results, behaviours are also outcomes in their own right -the product of mental and physical effort applied to tasks - and can be judged apart from results (Devi, 2017). This definition of performance leads to the conclusion that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered.

The term performance is often used indiscriminately to describe everything from efficiency, effectiveness to improvement. According to Abasilim (2014), the term performance has to do with those behaviours or actions which are regarded relevant to those goals of the said organisation in question. They further argued that performance itself cannot be said to be the outcome itself, consequences or the result of behaviors or action but rather performance can be said to be the action itself. Thus they argued that performance tends to be multidimensional, a situation whereby for any specific-type of job, there tends to be a number of substantive performance components that are distinguished in terms of their inter correlations and patterns on co-variation with other variables.

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus Determinants of organizational performance of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research. However, organisational performance as a concept suffers from problems of conceptual clarifications.

This means that there is no one definition of organisational performance. The primary reason for this is that researches from different fields of study such as psychology, human resource management, public administration and organizational behaviour have dealt with the concept based on their field of study. Hence, this study presents the various definitions offered by human resource scholars on their perspectives about organisational performance. Organisational performance can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Ullah & Ahmad, 2017).

Organizational performance has been the most important issue for every organization be it profit or non-profit one. It has been very important for managers to know which factors influence an organization's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualizing, and measuring performance have not been an easy task. Researchers among themselves have different opinions and definitions of performance, which remains to be a contentious issue among organizational researchers. The central issue concerns with the appropriateness of various approaches to the concept utilization and measurement of organizational performance. Anyadike (2013) defines an organisation as a set of individuals practically collaborating in pursuit of common objectives. Thus, Ikechkwu and Ifeanyichukwu (2017) posit that organisational performance is an organisation's ability to attain its goals by using resources in an efficient and effective manner. Consequently, it is an evidence of the output of members of an organisation measured in terms of revenue, profit, growth, development and expansion of the organisation. In the same vein, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action (Ekpe, Isaac & Inyang, 2015). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, innovation and product quality in relation to other enterprises in the same industry. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization (Devi, 2017).

It is conspicuous from the foregoing that organization performance is a very wide concept that encompasses different dimensions of management, operational and competitive excellence of an organization and its activities. It is defined in this study as the capability of firm to accomplish its goals and objectives with the help of talented administration, good

governance and have a constant rededication to accomplish business objectives. Organizational performance is a sign which deal how well a business complete its goals. Organizational performance is one of the most key constructs in the research of management. Observably, except financial performance there are some non-financial performance indicators that have been noted in past studies to improve understanding of organization performance, such as effectiveness, productivity, product quality and innovation.

#### **2.2.20 Organizational Effectiveness**

Organizational effectiveness is otherwise called organizational success or organizational worth which associates with goal attainment. However, Nwadukwe and Court (2014) see it as the process of determining the extent of organization's performance level is called organizational effectiveness. Iwu, et. al. (2015) posits that organizational effectiveness is the extent to which an organization as a social system with the resources and means at its disposal fulfils its objectives without incapacitating its means and resources and without placing undue strain upon its members. Eyidi (2015) defined organizational effectiveness as a qualification attached to an organization resulting from the comparison of the actual state of the entity against its ideal state. He maintained that an organization is effective if the actual state is congruent with the ideal and ineffective if it is not. Amin, et. al. (2010) posits that "The value ascribed to an organization depends on the evaluator's conception of the ideal state of that organization". For example, whether an organization is described as Effective or ineffective depends on the evaluator's view of an organization's ideal state. This ideal state, in turn, prescribes the aspects of the actual state of the organization which the evaluator will use to make his comparison.

Considering organizational effectiveness in Eyidi (2015) perception, the evaluator has freedom to decide what should constitute the ideal state. This requires a lot of individual judgment. For the judgment to be realistic it must be based on enterprise understudy and the various environmental stakeholders of the organization. Thus, it is obvious that concept of organizational effectiveness is an elusive one that there is no single way of defining it. This may be due to the many criteria used and the many definitions available for the concept. To this end Quratul-Ain (2013) proposes seven measurement criteria of organizational effectiveness. These measurement criteria are employee's satisfaction, profitability, growth rate of sales or revenue, financial growth, competitiveness of the company's products and services, public image and good will and leader in Technology. The

measurement criteria postulated by this scholar is quite impressive and cuts across a wide range of issues. It is not restricted to financial performance of any organization as was the case in the past. Most practicing managers agree that organizationaleffectiveness incorporates both economic and non-economic or behavioural dimensions. The economic indicators: include return on capital, productivity of assets, sales margin, andnet operating margin. Non-economic indicators include employee turnovers, ability to retainmanagement talents, competitiveness of compensation schemes, and degree of employeesatisfaction. Thus, this study aligns itself with the non-economic factors.

### **2.3Theoretical Review**

The theoretical review which highlights various theories and models in relation to recruitment and selection such as attraction-selection-attrition (ASA) theory, expectancy theory, resource based view and human capital theory. Various theories underpin the understanding of the effect of recruitment and selection. Prominent among these theories and of particular relevance to the present study include Attraction-Selection-Attrition (ASA) Theory, and Vroom's Expectancy theory.

#### **2.3.1Attraction-Selection-Attrition (ASA) Theory**

Schneider et al. (1995) opine that if an organization is able to find and employ the right people with the right knowledge, abilities and skills in the right numbers, the organization is immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce. Edwards (1994) concurs that the starting point of successful strategies is acquiring, retaining and developing resources of at least threshold standards and it is applied to people as a resource. Vroom (1966) emphasizes that recruitment is a search for qualified people to apply for existing job position or newly created ones. He further identifies the process of recruitment as critical. The process cannot be started until the organization decides what type of employees are required and how many. Further, based on attractions selection-attrition (ASA) theory (Schneider et al., 1995), argues that effective selection systems should produce high person-organization fit, enhancing employee attachment to the organization. Also, employee awareness of rigorous hiring and practice of due diligence during hiring may enhance personal competence perceptions, and evidence shows that perceived personal competence is strongly related to commitment (Edwards, 1994). This suggests that the process of recruitment can enhance employee commitment.



### **2.3.2 Expectancy Theory**

Expectancy theory is widely used in turnover management (Vroom 1964, Porte & Lawler 1968). Basic to the idea of expectancy theory is the idea that people join organizations with expectations and if these expectations are met they will remain in the organization (Daly and Dee, 2006). According to turnover and performances frameworks developed from this theory decisions to stay or leave an organization can be explained by examining relationships between structural, psychological, and environmental variables. Empirical studies (Johnsrud & Rosser, 2002; Zhou & Volkwein, 2004; Daly & Dee, 2006) employ the model of employee intent to stay that is grounded on expectancy theory which includes structural, psychological and environmental variables. Structural variables include, work environment, autonomy, communication, distributive justice and workload. Psychological variables include job satisfaction and organizational commitment and the environmental variables include availability of job opportunities. However, Sutherland (2004) established that job satisfaction and organizational commitment do not necessarily lead to loyalty, long defined as the intention to remain with the employer.

### **2.3.3 Human Capital Theory**

One of the theories that support this study is the Human Capital theory proposed by Schultz (1961) and extensively developed by Becker (1964). The theory has its roots from labour economics which is a branch of economics that focuses on general work force in quantitative term. According to the theory, Human capital theory contends that education or training raises the productivity of workers by imparting useful knowledge and skills, thus raising workers' future income as well, through increase in their lifetime earnings. The theory postulates that expenditure on education or training and development is costly, and should be considered as investment since it is undertaken with a view to increasing personal incomes. Human capital approach is used to explain or support occupational wage differential. However, the position of this study is that education or training and development would not only increase employee personal income, it would also serve as a means of achieving corporate competitive advantage which reflects ultimately in organisational performance; and if asset is considered as any expense which benefit is derived beyond one financial year, then it follows that expenses incurred in training and developing the human resources of an organization qualifies to be so called and treated in its books since the benefits from such costs usually last for many financial periods.

Flamholtz and Lacey (1981) as noted by Omisore, Ogbu and Remilekun (2017) opined that human capital theory distinguished between general skills and firm specific skills of human resources. General skills are skills possessed by individuals which provide value to a firm and are transferable across a variety of firms. For instance, all competitor firms have the potential to accrue equal value by acquiring employees with knowledge of general management, the ability to apply financial ratios, or general cognitive ability. On the other hand specific skills, provide value only to a particular firm, and such skill are of no value to competing firms. An instance of this is the knowledge of how to use a particular technology used only by one firm, or knowledge of a firms policies and procedures provided to that firm, but usually would not be valuable to other firms.

In the view of Becker (1964) cited by Kavya and Bala (2017), Human Capital is similar to physical means of production like factories and machines. One can invest in human capital through education; training and even medical treatment while one's output depends partly on the rate of return on the human capital one owns. Thus, human capital is a means of productions into which additional investment yields additional output. Human capital is substitutable, but not transferable like land, labour or fixed capital. The relevance of this theory to the study is that it considered the cost of education, training, development and even workers medical treatment as investments which are expected to reflect in increased or improved productivity of individual workers. Thus, if these are investments like other physical assets which are reflected on the balance sheet considerable effort must be made to also reflect such value of human capital on the balance sheet.

#### **2.3.4 Theory adopted for the Study -Attraction-Selection-Attrition (ASA) Theory**

This theory is adopted for this study owing to the assertion that, organizations that find and employ the right people with the right knowledge, abilities and skills in the right numbers, would be immeasurably better placed to explore opportunities and overcome threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce. It is further believed that, the process of recruitment is critical. The process cannot be started until the organization decides what type of employees are required and how many. Based on attractions selection- attrition (ASA) theory (Schneider et al., 1995), argues that effective selection systems should produce high person-organization fit, enhancing employee attachment to the organization. Also, employee awareness of rigorous hiring and practice of due diligence during hiring may enhance personal competence perceptions, and evidence shows that perceived personal competence is strongly related to

commitment (Edwards, 1994). This suggests that the process of recruitment can enhance employee commitment.

## **2.4 Empirical Review**

Oaya, Ogbu and Remilekun (2017) research study on impact of recruitment and selection strategy on employees' performance. The study makes use of regression and one sample T-test. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency.

In the study conducted by Gondal and Nauman (2016) on recruitment and selection process impacts organizational performance. To analyze data, the statistical tools Descriptive Statistics, Cronbach Alpha, and Regression were used. Results demonstrated that recruitment and selection process was positively related with perceived organizational performance and perceived market performance. This implies that organizations using recruitment and selection process in a well manner on a wider scale undoubtedly creates higher performance

Ramki (2015) research study on effect of recruitment and selection practises on retention of teachers in international primary schools in Nairobi County. The study used primary data which was largely quantitative, collected by use of questionnaires. Both descriptive and inferential statistics was in data analysis. Descriptive analysis involved the use of frequencies in their absolute and relative forms (percentage) whereas inferential statistics showed the nature and magnitude of relationships established between the independent and dependent variables using regression analysis to make inferences from the data collected to more generalized conditions. Mean and standard deviations were also be used as measures of central tendencies and dispersion respectively. Both Pearson Correlation and regression analysis were performed in inferential statistics Findings on the effect of recruitment on retention it was concluded that recruitment channels meaningfully influence retention in international primary schools in Nairobi County, key among them of which include; personal connections, institution websites, Press media (e.g. newspapers or magazines) and public agencies.

In the research study conducted by Ekwoaba, Ikeije and Ufoma (2015) on the impact of recruitment and selection criteria on organizational performance. Data was analysed using descriptive and inferential statistics. Chi-square was used to test the relatedness of the

hypothesis. The study conclude that recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises.

In the study conducted by Adu-Darkoh (2014) on employee recruitment and selection practices in the construction industry in Ashanti region. The findings of the study revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence construction workers' performance. A number of challenges were identified as barriers hindering effective recruitment and selection of workers, which includes: poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers.

Amadu (2014) research study on the effect of recruitment and selection policies and practices on organisational performance. The study revealed that Naja David Veneer and Plywood Limited has a policy and procedures on recruitment and selection of employees. The study identified the usage of internal recruitment methods largely to fill in vacant positions in the company. The study revealed that socio-cultural factors and bias constitute the major challenges influencing recruitment and selection practices at NDVPL. The study revealed positive correlation between recruitment and selection methods and NDVPL performance.

Mudashiru, Ilesanmi and Aremu (2014) the impacts of well-planned recruitment and selection process on corporate performance. The analytical tools used in this study were regression analysis and analysis of variance (ANOVA) to determine the relationship between a well-planned recruitment and selection process on corporate performance. Findings revealed that there is a significant relationship between recruitment and selection based on merit and organizational performance; that effective recruitment and selection is a key to organizational commitment; that a well-planned recruitment and selection contributes to organizational performance.

Rosemary (2012) research study on the impact of recruitment and selection process on organizational performance in Nigerian public sector. The data collected were analyzed with

tables and percentages so as to make the data more understandable and reasonable to readers while chi-square was used to test the hypothesis based on its scientific nature. The study concludes that the influence of culture on the functional elements of the management processes has manifested in their effective recognition, analysis and adaptation by management. The assessment centers are a standardized evaluation process that allow for better predictability of the performance and future progress of selected staff in their work environment.

In the research study conducted Chukwu and Igwe (2012) on effect of selection process on organizational performance in the brewery industry of Southern Nigeria. The data obtained were analyzed using frequency tables and the values expressed in percentages. Pearson Product Moment Correlation was used for testing the hypotheses and t-test was used for testing the level of significance of correlation coefficient at 5% error and 3-degrees of freedom. The study concludes that good employment tests facilitate the selection of creative employees in the brewery industry; proper selection interview facilitates the selection of productive personnel whose contribution to the organization enhances its profitability. Apart from the selection methods, training, development and motivation of workers, the findings implicitly revealed that age, education background, years of experience in the job and sex play vital role in enhancing the performance of these organizations.

Omolo, Oginda and Yuko Oso (2012) research study on effect of recruitment and selection of employees on the performance of small and medium enterprises. The study concludes that recruitment and selection have a significant effect on the performance of SMEs in Kisumu Municipality, and the better the recruitment and selection, the higher the performance of the SME. In fact, the performance of SMEs can be influenced by up to 72.40% through proper recruitment and selection and more particularly through proper recruitment and selection.

In the research study conducted by Kepha, Mukulu and Waititu (2012) on the influence of recruitment and selection on the performance of employees. The study adopted descriptive and correlation research designs. The study adopted stratified sampling technique while the sample size was 256 employees. The study used questionnaires to collect data while Cronbach's alpha was used to test the validity and reliability of the instruments. The study conclude that there is evidence of recruitment and selection taking place in all research institutes in Kenya, the employees seems not to be involved in making decisions regarding this aspect. The model summary for recruitment and selection appeared to be insignificant,

but was nonetheless retained since it was found to have a positive influence on the performance of employees in research institutes in Kenya.

## **2.5 Gap in Literature**

From the reviewed literature on the subject focus of this research, majority of the studies concentrate on the impact of both recruitment and selection processes on organizational performance. It was just Onyeaghala & Hyacinth (2016) and Chukwu and Igwe (2012) who studied just the impact of selection process on organizational productivity both on public sector and brewery industry in southern Nigeria respectively. The lack of appropriate variable definition and adequate tool of analysis when the two studies samples were compared to the tools used in the studies are major gaps in literature.

The invaluable role played by the selection processes in employment of employees in any organization make it germane at this time to investigate its impact on organization performance using effectiveness and efficiency as measures of performance. The impact of application form, aptitude test, medical test and job interview as components of selection process on organizational performance has not been set in most literature reviewed. The study adopted tables and percentages as descriptive tools and linear regression as inferential tool for the analyses as adequate tools for impact measurement.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Preamble**

This chapter explains the study foundations and methodological orientations employed to validate the specified research hypotheses so as to achieve the research questions and achieve its objectives. In specifics, it succinctly expounds the research design, population, sample size and sampling techniques, method of data collection, method of data analysis and summary.

#### **3.2 Research Design**

This study adopts a Case Study research design to assess the effect of Selection Process on Organizational Performance. According to Gustafsson (2017) and Rahi (2017), case study research is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between the phenomenon and context are elusive. In specifics, this research design emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships. Case study research designs can be single or multiple case designs (Vannoni, 2015; Gustafsson, 2017). This study employs a single case study research design by focusing on the Unilever Nigeria Plc. Single-case design enhances and supports the previous results (Abdul-Maliq, 2006; Creswell (2007; Zainal, 2007, Yin, 2008). This helps raise the level of confidence in the robustness of the method.

#### **3.3 Sampling Technique**

Sampling technique consist of the method used to select a subset of population that really represents the whole population (Okororie & Otuonye, 2015). The choice of sampling technique specifically depends upon researchers' concerns about three factors, which are time, cost/approach and generalizability (Alvi, 2016). If researchers are more concerned about generalizability, the choice of probability sampling will be made, on the other hand, if researchers are more concerned about time, cost (and have limited approach) and less concerns for generalizability, the choice of non-probability sampling may be made (Etikan, Musa & Alkassim, 2015; Vishnu, 2015). In this study, the choice of sampling technique is guided by the concern for generalizability and proper representation of the population. Specifically, this study adopts a simple random sampling which is the basic sampling technique where we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. Every possible sample of a given size

has the same chance of selection. A simple random sample is an unbiased surveying technique.

### 3.4 Population of the Study

The population of this study covers all the staff of Unilever Nigeria Plc. Preliminary investigation based on the information sourced from *Unilever's 2016 financial report which was also reported by the Nigerian Stock Exchange Bulletin (2016)*, the company's total number of employees dropped to 1,207 from 1,248 in the preceding year. Thus this figure becomes the study population.

### 3.5 Sample Size

The best sample size depends on the degree of accuracy required, the degree of variability and diversity in the population, and the number of different constructs examined simultaneously when analyzing data (Alvi, 2016). The sample size of this study comprised of three hundred (300) staff of Unilever Nigeria Plc at their office located at Ilupeju in Lagos State. The selection of these staff hinges on the use of the Taro Yamene sampling technique. It is calculated as follow:

$$\text{Thus } n = \frac{N}{1 + N(e)^2}$$

Where; n = sample size,

N = population (1,207)

1 = Unity (a constant),

(e)<sup>2</sup> = level of significance (e) = (0.05)

∴ Sample size = 300 staff

### 3.6 Source and Method of Data Collection

Data used in this study comes from both primary and secondary source; while primary data is the data collected by the researcher themselves; its include observations, questionnaires, interviews, while secondary data are already existing data, its sources include previous research; Official statistics; Mass media products; Diaries; Letters; Government reports; Web information and Historical data and information etc. The primary data are sourced from interview and questionnaire distributed to the staff of the Unilever Nigeria Plc. The



questionnaire was personally administered by the researcher during weekdays after being granted access based on prior letter written to the managements requesting for access to administer questionnaire to their staff. The interview, being a formal one, was conducted on a group basis (conducted with 3 staff drawn from each management cadre) and interviewed them. It is a structured interview, in which case series of predetermined questions (based on recruitment and selection process) were asked one after the other.

The questionnaire being the main instrument has 3 parts; introduction, bio-data and material research questions section. While the introductory section provides general background to the respondents on the rationale behind the research and assurance of their safety, the bio-data (also called demographic section) presents the respondents with statement to fill (tick) on their sex, age, educational qualification, occupation, duration as Unilever staff and management cadre. The material research section focuses mainly on issues centering on the recruitment-selection process and performance of Unilever Nigeria Plc. Essentially, this section is build-up to provide answers to the research questions so as to validate the research hypotheses and achieve the study objectives.

The questionnaire is a structured (that is, a close-ended questionnaire); in which case the statements are formatted to give straight jacketed answers in 5-point Likert-scale form [(Strongly Agree (SA), Agree (A), Undecided (U), Strongly Disagree (SD) and Disagree (D)] where the respondents choose only from among the researcher's decided set of answers. Being in form of qualitative responses, there is need to convert them into quantitative responses so as to allow for statistical analysis. Therefore, scores are assigned starting with 5 for SA, 4 for A, 3 for D, 2 for SD and 1 for U). (See Appendix 1 for a copy of the questionnaire).

### **3.6.1 Validity and Reliability of Questionnaire**

The validity of a scale refers to the degree to which it measures what it is supposed to measure. Unfortunately, there is no one clear-cut indicator of a scale's validity. The validation of a scale involves the collection of empirical evidence concerning its use and verification of the scale by a number of professionals in the area of research. The validity of the research instrument was done by my research supervisor. The necessary observations raised were taken into consideration before the eventual administration of the research instruments (questionnaire and interview) to the selected employees.

The reliability of a scale refers to the degree to which the items that make up the scale ‘hang together’ measure the same underlying construct. One of the most commonly used indicators of reliability is Cronbach’s alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be close to 0.7 (Pallant, 2005). The table below presents Cronbach’s alpha coefficients of efficiency, effectiveness, application form, aptitude test, medical test and job interview respectively.

<b>Variables</b>	<b>Cronbach Alpha Coefficients</b>
i. Efficiency	0.698
ii. Effectiveness	0.729
iii. Application Form	0.716
iv. Aptitude Test	0.704
v. Medical Test	0.694
vi. Job Interview	0.797

**Source: Author’s Fieldwork Computation Using SPSS 20.0, 2018**

In this study, efficiency, effectiveness, application form, aptitude test, medical test and job interview scales have good internal consistency, with Cronbach alpha coefficients of 0.698, 0.729, 0.716, 0.704, 0.654 and 0.797 respectively. By implication, all the scales are reliable.

### **3.7 Procedure of Data Collection**

In order to have the completed questionnaires returned within the shortest possible time, this study adopted the hand delivery and collection method (also referred to as drop and collect). Aliyu, (2014) opines that the hand delivery and collection method suits the peculiarity of Nigerian environment and it is anticipated to save time, ensure clarification of doubts and misunderstood concepts and produce a high response rate. The hand delivery and collection approach is a good strategy in settings like Lagos state where a sound research culture is not recognized. Empirical evidence shows the rate of return of postal questionnaires in Nigeria is very low as the response rate is between 3 percent and 4 percent respectively (Adamu, Sabi & Bawa, 2014). Though the self-administration of questionnaires adopted for this research is costly especially when compared to a postal survey; notwithstanding, the researcher favors it

because of its outstanding benefits. One of such benefits is that the researcher can collect the entire completed questionnaire within a short period of time. Another benefit is that, the researcher was on hand to give additional explanation on items that needed clarification by the respondents. Above all, the researcher succeeded in persuading the respondents to take part in the survey and give their sincere opinions where resistance was noticed in line with the submissions of Adamu, Sabi and Bawa (2014).

The procedure of data collection for interview is done in such a way that, the interview is conducted one-on-one, that is, the interviewer and interviewee are engaged in face-to-face conversation in which case, a predetermined set of questions were asked by the interviewer. Responses provided by the interviewee are recorded on a mobile phone and are used to complement responses from questionnaire.

### **3.8 Method of Data Analysis**

The data retrieved after the questionnaire has been administered are presented and itemized according to the responses of the respondent in the questionnaire in order to get a more accurate analysis of the questionnaire. Specifically, both descriptive and inferential statistics are used. Descriptively, data are analyzed using frequency tables and simple percentages, while inferentially; the linear regression model is used. All analyses will be done using the Statistical Package for Social Science (SPSS) Version 20.1. Econometrically, a liner regression is statistical measure of the effect of a variable (usually called an explanatory or independent variable) on a dependent. Thus, the regression model, for this study is specified below.

#### **3.8.1 Model Specification**

This is the determination of the endogenous and exogenous variables to be included in the model as well as the a priori expectation about the sign and the size of the parameters of the function (Elhorst, Lacombe & Piras, 2012). Thus, in line with the structure of the formulated research hypotheses, the functional model is specified thus:

$$EFSMC = f(SP)$$

$$EFFMC = f(SP)$$

Stating the equation (i) above in its explicit form gives:

$$EFSMC_i = \beta_0 + \beta_1 SP_i + U_i$$

$$EFFMC_i = \alpha_0 + \alpha_1 SP_i + U_i$$

Where:

EFMC = Efficiency of Manufacturing Companies

EFFMC = Effectiveness of Manufacturing Companies.

SP = Selection Process

$f$  = functional relationship

$i$  = cross-sectional observations of the variables

$\beta_0 = \alpha_0, \theta_0, \delta_0$  = Constant term

$\beta_1 = \alpha_1, \theta_1, \delta_1$  = the coefficients of explanatory variable.

$\mu_i$  = error or stochastic term (other factors that were not captured by the model)

### 3.8.2 A prior Expectation

This explains the theoretical linkage on the signs and magnitudes of parameter of the specified functions. A priori expectations are determined by the principles of economic theory guiding the economic relationship among the variables being studied. Thus, the independent variable (SP) is expected to have significant positive sign. This is in line with the conceptual and theoretical review of extant literatures.

### 3.9 Summary

This chapter has elucidated the methodological stance of this study. It specified the research design adopted which is survey research design. Also, the population and sample size of the study were identified using Taro Yamene (1967) sampling procedure. Questionnaire and interview were utilized to generate data from the staff of the Unilever Nigeria Plc which are tested using both descriptive (frequency tables and simple percentages) and inferential statistics (linear regression).

## 4.0 Introduction

## 4.1 Presentation of Data

**TABLE 4.1.1**                      **Analysis of Response Rate**

Valid/Returned	294	98%
Invalid/Unreturned	6	2%
Total	300	100%

#### 4.2 Frequency Distribution of the Respondents' Demographic Characteristics

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between 21-30 years working experience; while 38 (12.9%) have 31years & above working experience. By implication, we have experienced employees as respondents in the sample.

**Table 4.2: Frequency Distribution of the respondents' Demographic Characteristics (N=294)**

Characteristics	Category	Frequency	Percent	Cumulative percent
<b>Sex</b>	Male	172	58.5	58.5
	Female	122	41.5	100.0
<b>Age</b>	21-30	69	23.5	23.5
	31-40	104	35.4	58.8
	41-50	48	16.3	75.2
	51-60	40	13.6	88.8
	61 years and above	33	11.2	100.0
<b>Education</b>	OND/NCE	75	25.5	25.5
	HND/B.SC	95	32.3	57.8
	M.SC/MBA	82	27.9	85.7
	P.Hd	36	12.2	98.0
	Others (Specify)	6	2.0	100.0
<b>Marital Status</b>	Married	208	70.7	70.7
	Single	86	29.3	100.0
<b>Years of being a staff</b>	0-10years	95	32.3	32.3
	11-20years	102	34.7	67.0
	21-30years	59	20.1	87.1
	31years & above	38	12.9	100.0
<b>Staff Category</b>	Executive	68	23.1	23.1
	Senior Management	88	29.9	53.1
	Junior Management	138	46.9	100.0

**Source:** Author's Fieldwork Computation, 2018

#### **4.3 Descriptive Statistics of the Respondents' Perceptions based on Variable Questions**

The Descriptive Statistics of the Respondents' Perceptions of their selection process is presented in table 4.3 below. Concerning application form, we have information from 294 respondents, the range of application form is from 2 to 5 points, with a mean of 3.87 and standard deviation of 0.560. By implication, the respondents are, on average, agreed with questions on application form. Concerning aptitude test, we have information from

294 respondents, the range of aptitude test is from 1 to 5 points, with a mean of 3.80 and standard deviation of 0.653. By implication, the respondents are, on average, agreed with questions on aptitude test. Concerning medical test, we have information from 294 respondents, the range of medical test is from 1 to 5 points, with a mean of 3.81 and standard deviation of 0.629. By implication, the respondents are, on average, agreed with questions on medical test. Concerning job interview, we have information from 294 respondents, the range of job interview is from 2 to 5 points, with a mean of 3.81 and standard deviation of 0.619. By implication, the respondents are, on average, agreed with questions on job interview. Concerning efficiency, we have information from 294 respondents, the range of efficiency is from 2 to 5 points, with a mean of 4.00 and standard deviation of 0.545. By implication, the respondents are, on average, agreed with questions on efficiency. Lastly, on effectiveness, we have information from 294 respondents, the range of effectiveness is from 1 to 5 points, with a mean of 3.69 and standard deviation of 0.656. By implication, the respondents are, on average, agreed with questions on effectiveness.

<b>Table 4.3: Descriptive Statistics of the Respondents' Perceptions based on Variable Questions</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Average Application Form	294	2	5	3.87	.560
Average Aptitude Test	294	1	5	3.80	.653
Average Medical Test	294	1	5	3.81	.629
Average Job Interview	294	2	5	3.81	.619
Average Efficiency	294	2	5	4.00	.545
Average Effectiveness	294	1	5	3.69	.656

**Source:** Author's Fieldwork Computation, 2018

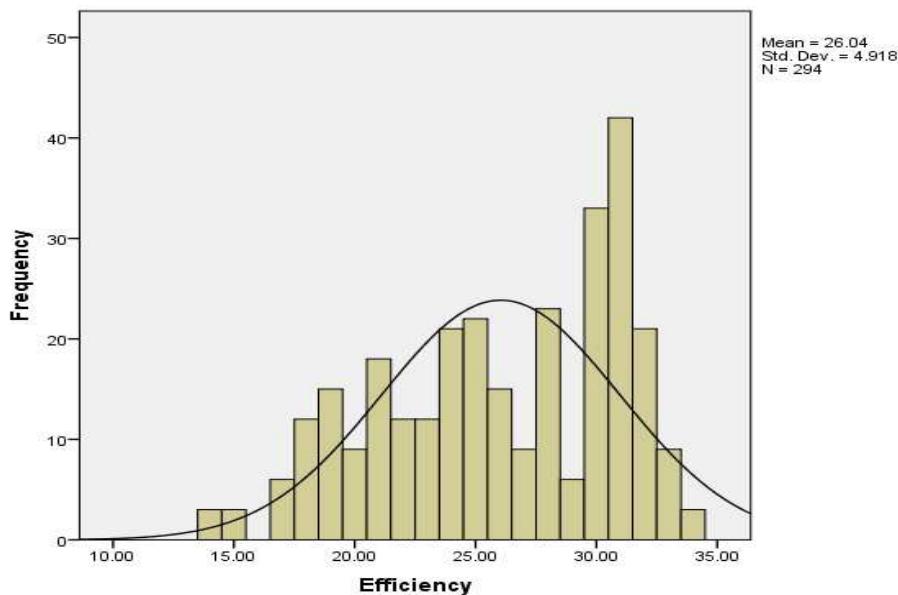
#### **4.4 Data Analysis based on Hypotheses**

The hypotheses of the study are: (1) application form, aptitude test, medical test and job interview does not have effect on organisation efficiency; (2) There is no significant relationship between application form, aptitude test, medical test and job interview and organisation effectiveness. To test these hypotheses and achieve the objectives of the study, multiple regression analysis was used. Multiple regression is based on correlation but allows a more sophisticated exploration of the interrelationship among a set of variables. It makes a number of assumptions about the data which are

1. Normality: It is assumed that the dependent variable is normally distributed (i.e. organisational performance).
2. Homoscedasticity: It is assumed that the variations among observations (i.e. dependent and independent variables) are even.
3. Linearity: It is assumed that the relationship between observations (i.e. dependent and independent variables) is linear.
4. Multicollinearity: It is assumed that the independent variables (i.e. application form, aptitude test, medical test and job interview) are not highly correlated.

#### 4.4.1 Test of Normality

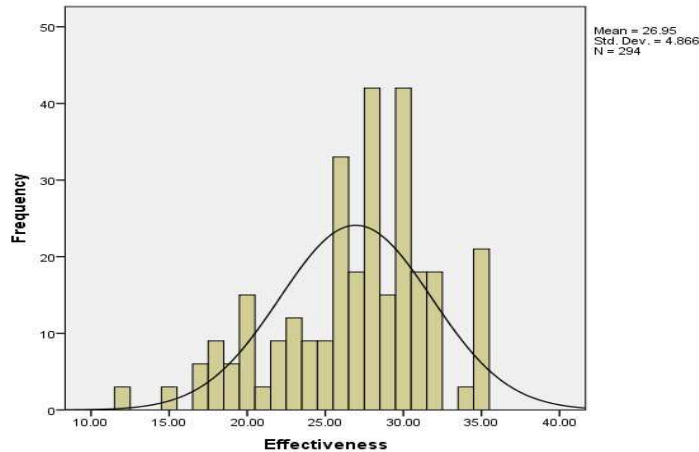
A normal curve could be drawn to test for normality of the dependent variable (i.e. organisational performance which is represented by efficiency and effectiveness). Fig 4.4.1.1 to 4.4.1.2 presents a normal curve of organizational performance scores. Many of the parametric statistics assume that the scores on each of the variables are normally distributed (i.e. follow the shape of the normal curve). In this study, the scores are reasonably normally distributed, with most scores occurring in the centre, tapering out towards the extremes.



**Fig 4.4.1.1.: Histogram of Perceived Efficiency Scores**

**Source:** Author's Fieldwork Computation, 2018.



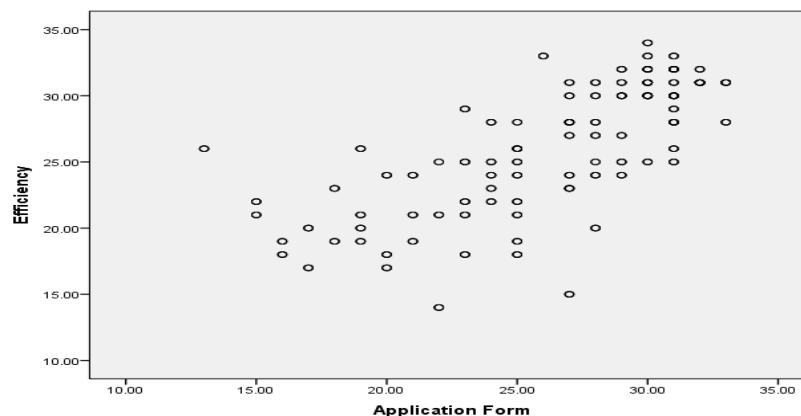


**Fig 4.4.1.2.: Histogram of Perceived Effectiveness Scores**

**Source:** Author's Fieldwork Computation, 2018.

#### **4.4.2 Test of Homoscedasticity and Linearity**

A scatter plot could be drawn to test for homoscedasticity and linearity of the relationship between dependent variable (i.e. Efficiency) and independent variable (i.e. application form, aptitude test, medical test and job interview). Fig 4.4.2.1 to 4.4.2.4 present the output of scatter plots. From the output below, there appears to be a moderate, positive correlation among the variables. Respondents with selections through perceived application form, aptitude test, medical test and job interview experience high levels of perceived efficiency. On the other hand, employees with low levels of selection through perceived application form, aptitude test, medical test and job interview have much lesser perceived efficiency. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).



**4.4.2.1.: Scatter Plot of Perceived Efficiency and Application Scores**

**Source:** Author's Fieldwork Computation, 2018

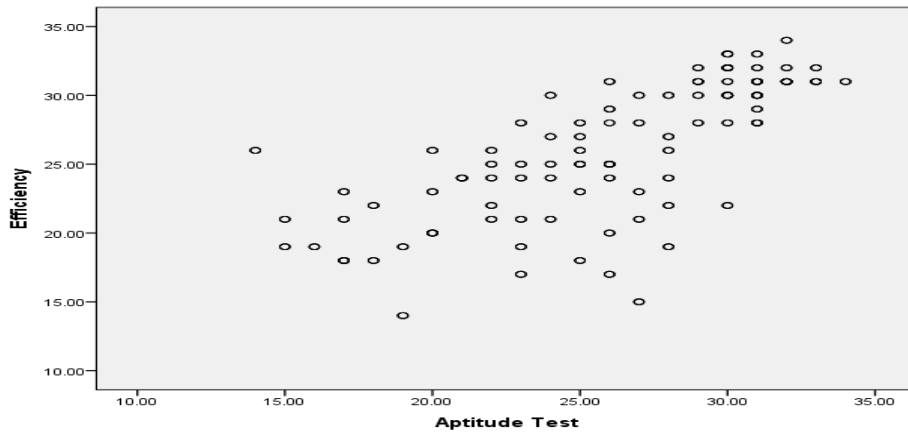


Fig 4.4.2.2.: Scatter Plot of Perceived Efficiency and Aptitude Test

**Source:** Author's Fieldwork Computation, 2018

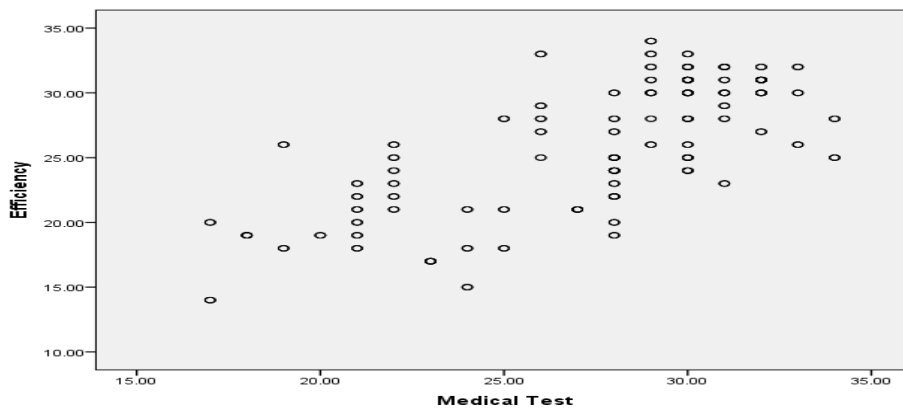


Fig 4.4.2.3: Scatter Plot of Perceived Efficiency and Medical Test

**Source:** Author's Fieldwork Computation, 2018

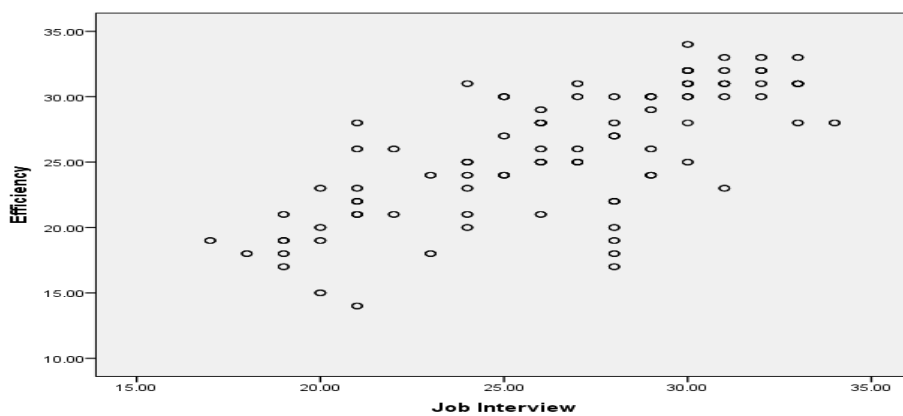


Fig 4.4.2.4: Scatter Plot of Perceived Efficiency and Job Interview

**Source:** Author's Fieldwork Computation, 2018

#### 4.4.3 Test of Multicollinearity

Multicollinearity exists when the independent variables are highly correlated (that is  $r = .9$  and above). To check for Multicollinearity, bivariate correlation was conducted in Table 4.3 below. In the table, the highest correlation was .805. It shows low Multicollinearity problem among selection process variables (application form, aptitude test, medical test and job interview). Therefore, all the variables are retained.

**Table 4.4.3.1: Correlations among Selection Process Variables**

		Application Form	Aptitude Test	Medical Test	Job Interview
Application Form	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	294			
Aptitude Test	Pearson Correlation	.750**	1		
	Sig. (2-tailed)	.000			
	N	294	294		
Medical Test	Pearson Correlation	.805**	.724**	1	
	Sig. (2-tailed)	.000	.000		
	N	294	294	294	
Job Interview	Pearson Correlation	.743**	.796**	.730**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	288	288	288	288

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Author's Fieldwork Computation, 2018

#### Test of Hypotheses

Standard multiple regression was used to explore the effects of perceived selection process (measured by the Application Form, Medical Test, Aptitude Test and Job Interview) on perceived organisation performance (measured by the efficiency scale). Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in Table 4.4.4.1: ANOVA, shows that the F-test was 127.599, significant at 1 percent [ $p < .000$ ]. This showed that the model was well specified.

**Table 4.4.4.1:ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4502.477	4	1125.619	127.599	.000 <sup>b</sup>
Residual	2496.492	283	8.822		
Total	6998.969	287			

a. Dependent Variable: Efficiency

b. Predictors: (Constant), Job Interview, Medical Test, Aptitude Test, Application Form

**Source:** Author's Fieldwork Computation, 2018

Also, the result of regression as contained in Table 4.4.4.2: Model Summary, shows that the R Square gave a large value of 64.3 per cent. This means that the model (which includes Application Form, Medical Test, Aptitude Test and Job Interview) explained about 64.3 per cent of the variance in perceived organisation efficiency. The Durbin-Watson Statistic gives 1.269 coefficient which indicates that there is absence of serial correlation in the error terms of the model as such ruling out problems associated with spurious regressions

**4.4.4.2: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.802 <sup>a</sup>	.643	.638	2.97011	1.269

a. Predictors: (Constant), Job Interview, Medical Test, Aptitude Test, Application Form

b. Dependent Variable: Efficiency

**Source:** Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 4.4.4.3: Regression Coefficients, **tests the four hypotheses of this study.** From the output below,

**H<sub>01</sub>:** There was positive relationship between perceived application form and perceived efficiency such that a unit increase in perceived application form scores caused about .193 unit increase in perceived job efficiency scores which was statistically significant at 1 per cent with the aid of the p value (0.005). Based on the result, the null hypothesis is rejected; thus, application form has effect on organisation efficiency.

**H02:** Also, there was positive relationship between perceived aptitude test and efficiency such that a unit rise in perceived aptitude test scores induced about .227 unit rise in perceived efficiency scores which was statistically significant at 1 per cent going by the p value (0.001). Based the result, the null hypothesis is rejected; thus, aptitude test affected organisational efficiency.

**H03:** More importantly, there was positive relationship between perceived medical test and perceived efficiency such that a unit rise in perceived medical test scores induced about .242 unit rise in perceived efficiency scores which statistically significant at 1 per cent going by the p value (0.001). Based the result, the null hypothesis is rejected; thus, medical test affected organisational efficiency.

**H04:** Furthermore, there was positive relationship between perceived job interview and perceived efficiency such that a unit rise in perceived job interview scores induced about .295 unit rise in perceived efficiency scores which was statistically significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is rejected; thus job interview affected organisational efficiency.

**Table 4.4.4.3: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.574	1.207		.476	.635
Application Form	.193	.068	.192	2.825	.005
Aptitude Test	.227	.065	.227	3.496	.001
Medical Test	.242	.075	.209	3.242	.001
Job Interview	.295	.073	.259	4.021	.000

a. Dependent Variable: Efficiency

**Source:** Author's Fieldwork Computation, 2018

The standardized regression coefficients show the degree of strength of the effectselection process variables have on organisational efficiency. Medical test has the highest effect with a coefficient of .075, follows by job interview with a coefficient of .073, follows by application form with a coefficient of .068, and aptitude test with a coefficient of .065.

#### 4.4.5 Test of Homoscedasticity and Linearity for Hypothesis two

From the output below, there appear to be moderate, positive correlation among variables. Respondents that are highly selected through application form, aptitude test, medical test and job interview experience high level of performance which includes effectiveness. On the other hand, respondents which are less affected by application form, aptitude test, medical test and job interview have much higher level of performance. There is no indication of curvilinear relationship (test of linearity) and the scatter plots show a fairly even cigar shape along its length (test of homoscedasticity).

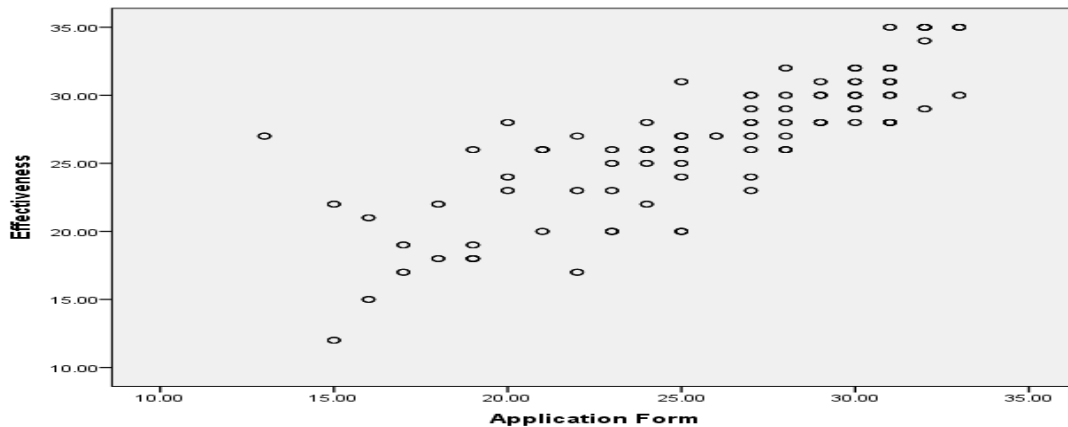


Fig 4.4.5.1.: Scatter Plot of Perceived Effectiveness and Application Scores

**Source:** Author's Fieldwork Computation, 2018

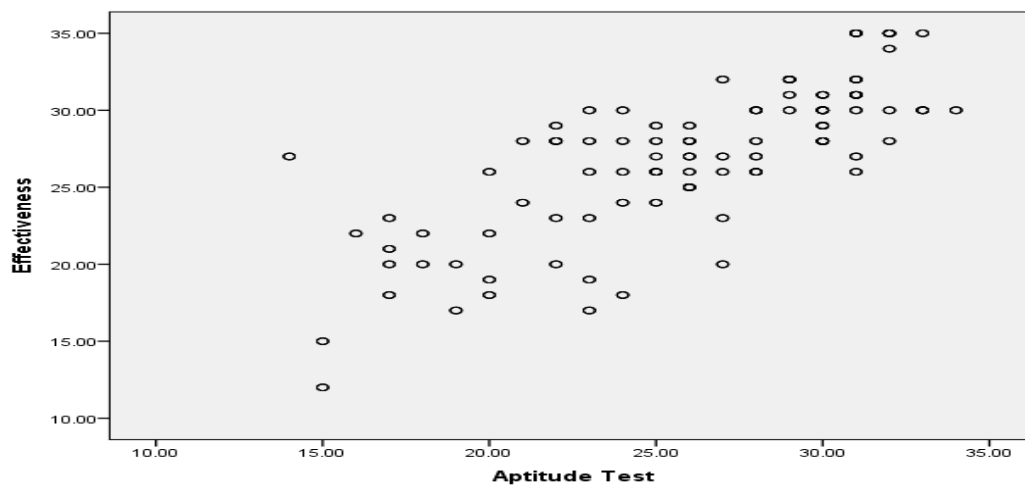


Fig 4.4.5.2: Scatter Plot of Perceived Effectiveness and Aptitude Test Scores

**Source:** Author's Fieldwork Computation, 2018

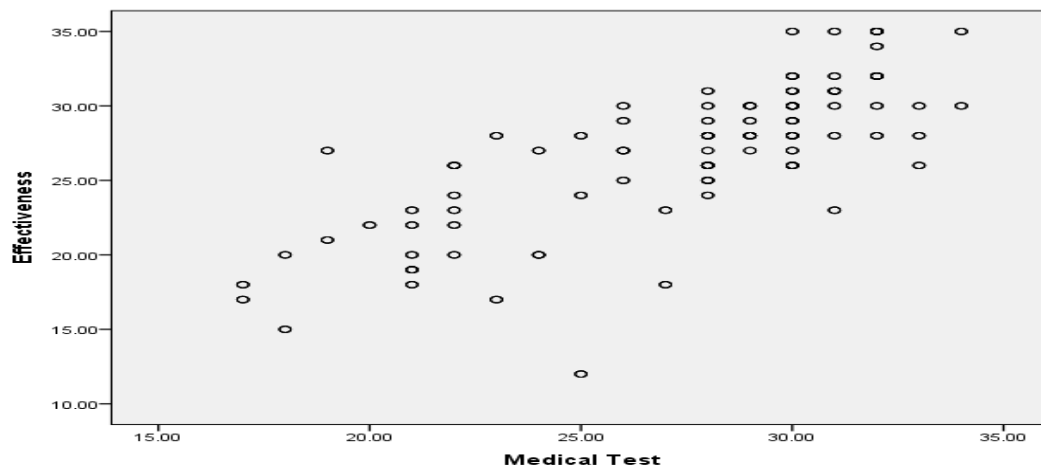


Fig 4.4.5.3: Scatter Plot of Perceived Effectiveness and Medical Test Scores

Source: Author's Fieldwork Computation, 2018

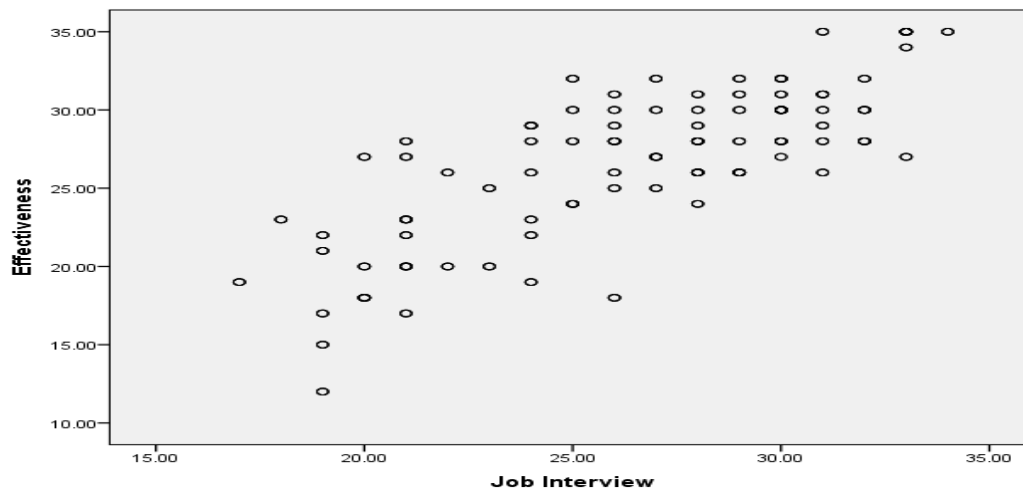


Fig 4.4.5.4: Scatter Plot of Perceived Effectiveness and Job Interview Scores

Source: Author's Fieldwork Computation, 2018

### Test of Hypothesis two

H<sub>02</sub>: there is no significant relationship between application form, aptitude test, medical test and job interview and effectiveness

Standard multiple regression was used to explore the relationship of application form, aptitude test, medical test and job interview on effectiveness. The result of regression as contained in Table 4.4.6.1: ANOVA, shows that the F-test was 214.365, significant at 1 percent [  $p < .000$  ]. This showed that model was well specified.

**Table 4.4.6.1: Regression Coefficients<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5067.122	4	1266.780	214.365	.000 <sup>b</sup>
Residual	1672.378	283	5.909		
Total	6739.500	287			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Job Interview, Medical Test, Aptitude Test, Application Form

**Source:** Author's Fieldwork Computation, 2018

Also, the result of the regression as contained Table 4.4.6.2: Model summary, shows that the R Square gave a value of 75.2 percent. This means that the model (which includes application form, aptitude test, medical test and job interview) explained about 75.2 percent of the variance in perceived effectiveness.

**4.4.6.2: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 <sup>a</sup>	.752	.748	2.43094

a. Predictors: (Constant), Job Interview, Medical Test, Aptitude Test, Application Form

b. Dependent Variable: Effectiveness

**Source:** Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 4.4.6.3. From the output below,

**H<sub>05</sub>:** There was no positive relationship between application form and organisational effectiveness such that a unit increase in perceived application form caused about .346 unit rise in perceived effectiveness scores which was statistically significant at 1 percent going by the p value (.000). Based on the result, the null hypothesis is rejected, thus, there is a significant relationship between application form and effectiveness.

**H<sub>06</sub>:** Also, there was positive relationship between perceived aptitude test and effectiveness such that a unit rise in perceived aptitude test scores induced about .184 unit rise in perceived effectiveness scores which was statistically significant at 1 per cent going by the p value (0.001). Based the result, the null hypothesis is rejected; thus, there is a significant relationship between aptitude test and effectiveness



**H07:** More importantly, there was positive relationship between perceived medical test and perceived effectiveness such that a unit rise in perceived medical test scores induced about .193 unit rise in perceived effectiveness scores which was statistically significant at 1 per cent going by the p value (0.002). Based the result, the null hypothesis is rejected; thus, there is a significant relationship between medical test and effectiveness

**H08:** Furthermore, there was positive relationship between perceived job interview and perceived effectiveness such that a unit rise in perceived job interview scores induced about .276 unit rise in perceived effectiveness scores which was statistically significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is rejected; there is a significant relationship between job interview and effectiveness.

**Table 4.4.6.3: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.389	.988		.394	.694
Application Form	.346	.056	.350	6.190	.000
1 Aptitude Test	.184	.053	.188	3.471	.001
Medical Test	.193	.061	.170	3.162	.002
Job Interview	.276	.060	.246	4.589	.000

a. Dependent Variable: Effectiveness

**Source:** Author's Fieldwork Computation, 2018

The standardized regression coefficients show the degree of strength of the effect selection process variables have on organisational effectiveness. Medical test has the highest effect with a coefficient of .061, follows by job interview with a coefficient of .060, follows by application form with a coefficient of .056, and aptitude test with a coefficient of .053.

#### **4.5 Discussion of Findings**

This section highlights the results of the findings. The exposition follows the two hypotheses formulated and tested in this study. According to the findings, it was revealed that there exist a significant effect of selection process on organisational efficiency, and the following statements are arrived at: application form has effect on organisation efficiency; aptitude test affected organisational efficiency; medical test affected organisational efficiency; and job interview affected organisational efficiency. In furtherance, it was also discovered that

selection process has significant relationship with effectiveness and the following statements were arrived at: there is a significant relationship between application form and effectiveness; there is a significant relationship between aptitude test and effectiveness, also, there exist a significant relationship between medical test and effectiveness and there is a significant relationship between job interview and effectiveness. The results of this study have confirmed previous research works on the effect of selection process on organisational performance. Gondal and Nauman (2016), Ekwoaba, Ikeije and Ufoma (2015) and Amadu (2014) have identified selection process was positively related with perceived organizational performance and perceived market performance. This implies that organizations using recruitment and selection process in a well manner on a wider scale undoubtedly creates higher performance.

This is supported by Mudashiru, Ilesanmi and Aremu (2014), who says a well-planned recruitment and selection process contributes to organizational performance.

Also, study by Chukwu and Igwe (2012) found that good employment tests and selection interview facilitate the selection of creative and productive employees whose contribution to the organization enhances its profitability, efficiency and performance. Omolo, Oginda and Yuko Oso (2012) also found that recruitment and selection process have a significant effect on the performance. The better the recruitment and selection process, the higher the performance of the organisation.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Preamble**

This chapter is the final chapter of this study and it is divided into four principal parts which are summary of findings, conclusions, recommendations and suggestions for further studies. It is very important to note here that the summary presented here is a review of the findings of the research, while the conclusions represent the inferences made from the summary of the findings also, the recommendations are suggestions emanating from the conclusions of the study and lastly the suggestions for further studies as this paves way for future researches on this subject.

#### **5.2 Summary**

This research investigates the effect of selection process on organisational performance in Nigerian manufacturing companies. The study was triggered by poor business sustainability and Performance caused as a result of the level at which selection process is skewed and characterised with legion of challenges such as unfair selection practices in Nigerian firms, which have over time resulted to high increase in business failure, collapse, and ultimately closure.

#### **Theoretical Findings**

This study has brought to bear some theoretical findings which attempt to argue how the findings could influence further understanding and or application knowledge of the subject matter. Therefore, a modest position of how this research work has contributed to existing understanding of concepts under investigation is as presented below.

- Attraction-Selection-Attrition (ASA) Theory suggests that if an organization is able to find and employ the right people with the right knowledge, abilities and skills in the right numbers, the organization is immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce (Schneider et al., 1995). Edwards (1994) concurs that the starting point of successful strategies is acquiring, retaining and developing resources of at least threshold standards and it is applied to people as a resource.
- Human capital provides a framework considered the cost of education, training, development and even workers medical treatment as investments which are expected to reflect in increased or improved productivity of individual workers. Thus, if these are

investments like other physical assets which are reflected on the balance sheet considerable effort must be made to also reflect such value of human capital on the balance sheet (Schultz, 1961; Becker, 1964; Kavya & Bala, 2017).

### **Empirical Findings**

This empirical investigation employs both descriptive and inferential statistics to arrive at its modest but cogent finding. The study finds none of these coefficients computed lower than 0.6 (the minimum limit of acceptable reliability). Hence, the data and the instrument used to collect them are reasonably reliable. Through the descriptive analysis, distributions of respondents by gender, age, marital status etc. were obtained. Educational qualification distribution of the respondents revealed that there is higher participation of respondents with higher Educational Qualifications.

- i. Under inferential statistics, both Pearson correlation and regression were used.
- ii. Pearson correlation was used to check for Multicollinearity
- iii. Regression was used to test the hypotheses stated.

(i) to ascertain the effect of selection process (represented by application form, aptitude test, medical test and job interview) on organisation efficiency in Nigerian manufacturing companies (ii) to determine the relationship between application form, aptitude test, medical test and job interview and organisational effectiveness.

In carrying out these tests, a sample of 300 respondents from the selected case study was taken from a population of 1,207 based on the recommendation of Taro Yamane (1973) for the study using simple random sampling. A questionnaire that included demographic profiles, application form, aptitude test, medical test, job interview, efficiency and effectiveness organisation was designed in a closed ended and likert scale form. A completed and usable questionnaire of 294 copies was collected and analyzed. While tables and simple percentages were used for descriptive, correlation and regression were used for inferential statistics. The major findings of this study are summarized as follows:

- i. Selection process with focus on application form, aptitude test, medical test, and job interview has a strong effect on organisational efficiency. This implies that the more objective the selection process, the better the organization's performance. This meets the objective one and answers research question one as stated earlier;
- ii. There is a moderate, positive relationship between selection process represented by application form, aptitude test, medical test, and job interview and organisational effectiveness. This connotes that selection interview and selection test are good predictors of

organizational effectiveness, if conducted in a standardized form. This satisfies research objective two and in the same vein, answered research question two;

### **5.3 Conclusion**

The purpose of this study was to investigate the effect of selection process on organisational performance: Nigerian manufacturing companies, case study of Unilever Nigeria Plc. That selection process with strong bias on application form, aptitude test, medical test and job interview has a significant effect on organisational performance of Unilever Nigeria Plc.

- i. Selection process through application form, aptitude test, medical test and job interview has a positive effect on organisational efficiency of Unilever Nigeria Plc. The issue of employees' selection process into organizations is very paramount to the continuous efficiency and existence of an organization, hence, the failure of the employee is the failure of the organization.
- ii. There is a significant positive relationship between Selection process and effectiveness in the study area. This is achieving when there is a diligent, selection policy and strategy in place and the organisation engage in selection process that goes beyond mere filling of vacancies there by building a strong organization and enhancing their effectiveness and business performance.

Thus, this study concludes that the strength or weakness of organization comes from the caliber of its employees and a good selection process enables them to get suitable and qualified employees that can enhance performance. The use of application form, aptitude test, medical test and job interview in the selection process enables organization to employ committed and productive employees, hence, leading to the overall efficiency and effectiveness of the organisation.

### **5.4 Recommendations**

This study has brought to the limelight the imperative of selection process on organisational performance of Unilever Nigeria Plc. Driven by the findings of this research, it is likely for firms or enterprises adopting well-planned selection process to perform better than organisations hiring employees based on influence in the corporate decision process by stakeholders and godfathers. Base on the result obtained from the field study, the following recommendation is proposed:

- i. Since the result of selection process revealed a positive effect on efficiency. Business managers should intensify the use of diligent, selection policies and strategies to guide in the process of hiring and selection of suitable and competent workers.

- ii. Base on the positive correlation between selection process and organisational effectiveness, organisations should always consider factors such as physical well-being, experience, educational qualification, location, etc., with no iota of bias, discrimination or favouritism during their selection.
- iii. Also, for both private and public sector organizations to have healthy and suitable employees capable of achieving high productivity, they should devise a logical selection process and consistently adhere to it without deviations.
- iv. Finally, it was also realized that selection process is of great importance to every organization, though an integral part of human resource planning and development, its application, operation and challenges can make its practice quite difficult. Hence, issues of favouritism should be avoided while giving the chance to all, this can help make these practices more effective.

### **5.5 Suggestions for Further Research**

This study basically examines the effect of selection process on organisational performance: empirical review of Nigerian manufacturing companies (Unilever Nigeria Plc). However, other variables such as, reference and background analysis, physical examination, assessment centers and official transcripts among others are range of methods used by firms in the selection process which could potentially influence organisational performance were not covered in this study. Hence, the following areas of research could be suggested:

- i. The impact of any of the above listed on Organisational performance among Nigerian manufacturing companies
- ii. Any related study that adopts different research design or method of data collection on the same topic could as well give a different result.

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## **Appendix A: Introductory Letter**

Department of Business and Entrepreneurship,  
School of Business and Governance,  
College of Humanities,  
Management and Social Sciences,  
Kwara State University,  
Malete,  
Kwara State.

Dear Respondents:

I am a final year student of the above mentioned department and Institution, conducting a research on ***“IMPACT OF SELECTION PROCESS ON ORGANIZATIONAL PERFORMANCE IN UNILEVER NIGERIA PLC”*** as a part of the requirement for the award of Master of Science (M.Sc.). I would appreciate your unbiased and candid opinion to assist me in this research. All information gathered are for academic purpose and as such, would be treated with utmost confidence.

Yours faithfully,

Fatai Oladimeji AZEEZ  
***Researcher***

## Appendix B: Research Questionnaire

**Instruction:** please tick in the box provided beside the option you have chosen.

### Section A

1. Gender: Male ☐ Female ☐
2. Age Bracket: 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐  
61 years and above ☐
3. Education: OND/NCE ☐ HND/B.SC ☐ M.SC/MBA ☐  
P.hD ☐ Others (Specify) ☐
4. Professional Qualification: Yes ☐ No ☐
5. Marital Status: Married ☐ Single ☐
6. Years of being in being a staff: 0-10years ☐ 11-20years ☐ 21-20years ☐  
31years & above ☐
7. Staff Category: Executive ☐ Senior Management ☐ Junior Management ☐

### SECTION B

#### Application Form

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
1	Application form provides for specific information required by the organization					
2	The organization has application form as a selection process					
3	Information that would have separate me from other applicants are required in the form					
4	I considered the filling of application as relevant in the selection process.					
5	Closed nature of the items on the form restricted me from supply other information that would have helped my application					
6	The application form was generated based on what I filled online for my job					
7	Application give details of Applicants background.					

## SECTION C

### Aptitude Test

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
8	Most of the questions in the test are relevant to the job I currently hold in the organization					
9	The test is theoretical and practical in nature.					
10	My abilities were sincerely tested during the aptitude test					
11	The time required to complete the test is sufficient					
12	Most of the questions are unambiguous					
13	The aptitude test document of the organization do not to be reviewed.					
14	The verbal reasoning questions are included.					

## SECTION D

### Medical Test

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
15	I was subjected to health check before employment					
16	The medical test is applicable to me considering the nature of my job					
17	It is okay to have placed medical test after interview phase					
18	The test is wide enough					
19	Confidentiality of medical test report is significant to me					
20	Medical test is relevant in consideration for the job.					
21	Medical test reveal the fitness or otherwise					

## SECTION E

### Job Interview

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
22	I was interviewed before employment					
23	The interaction was about the job I applied for					
24	I was given adequate time to respond to questions					
25	The interview was based on interpersonal relationship					
26	The interview was actually a two-way process					
27	The interviewers were polite in attending to me					
28	I considered the interview process scientific and unbiased.					

## SECTION F

### Efficiency

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
29	My input in my department is significant					
30	I require less training to discharge my duties properly					
31	I consume less than usual time on the job					
32	My input is felt more in the organization.					
33	I have incurred less cost in the discharge of my duty in the work place.					
34	The ratio of my output in this organization is higher than my input.					
35	I have learnt to minimise effort on the job					

## SECTION G

### Effectiveness

**Instruction:** Please rank your views using the scale 1 – 5. Scale: 5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree

S/N	Items	Scale				
		1	2	3	4	5
36	Majority of my colleagues have improved in their job deliveries					
37	The company have recorded increase in production capacity in the last few years					
38	Staff strength have increased over the years					
39	Investment in machineries and equipment have increased over the years					
40	The success of the company in term of productivity can be attributed to quality personnel					
41	It is obvious that the organization can improve on her productivity level					
42	Productivity have lead to expansion					



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