

**EFFECT OF RECRUITMENT AND SELECTION ON
EMPLOYEE PERFORMANCE**

BY

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**BEING A PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

I hereby declare that this project has been written by me and it is a report of my research work. It has not been presented in any previous application for Post Graduate Diploma. All quotations are indicated and sources of information specifically acknowledged by means of references.

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CERTIFICATION

The project “EFFECT OF RECRUITMENT AND SELECTION ON EMPLOYEE PERFORMANCE” meets the regulations governing the award of Post Graduate Diploma in Business Administration, Nasarawa State University, Keffi, and is approved for its contribution to knowledge.

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DEDICATION

This work is dedicated to my father, who taught me that education is the most powerful weapon which you can use to change the world. It is also dedicated to my mother, who has also taught me to strive hard at all my endeavours.

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ABSTRACT

The study is aimed at examining the effect of Environmental factors on entrepreneurial productivity. The survey research design method and stratified sampling Method were adopted. The analytical tool employed for the study was the Simple percentage, the z-test of significance was used to test the hypotheses formulated for the study. The study showed that economic factors have significant impact on organizational effectiveness. It was concluded that Cultural factors to a large extent dictate entrepreneurial productivity as the responsiveness of firms to the tradition, beliefs, norms and culture greatly influences entrepreneurial productivity. The study recommends that since the environment is very dynamic, and as such dictates the operational processes of firms, industries and establishments, managers and executives of organizations should be equipped with updated facts about the environmental variables to be able to handle the various factors posed by changes in preference, technology and law.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

This chapter deals with one of the most crucial activities of personnel specialist in an organization. It is in recruitment area that personnel staff plays the major role where as selection is shared widely throughout the organization, recruitment is very much a specialized activity.

Every organization depends on the effective use of its available resources in order to achieve its objectives; these resources, if they are to be utilized should be obtained in the right quantity, in the right quality and at the right time. However, the human resources is considered as the most important, most valuable, most complicated and the least predictable. it is this resource that process these other resources in order that the result would constitute the goal of the organization.

The personnel employed in the organization according to vicber (1979) serves as the hub around which other resources revolves this allows the enter wheel of the organization to turn smoothly in order to perform more effectively, efficiently and economically. This is the reason why the personnel employed in any organization who eventually becomes the bread winner of his family and an instrument of progress for the society has to be well structured. The personnel here needs emotions, interest and attachment his productivity or performance becomes stronger if he is reasonably taken care of and his work environment is made conducive. The organization itself and the society at large becomes the ultimate beneficiary according to storey and sission (1990).

Recruitment for any organization is very important right through the entire lifespan of that organization, according to Drucker (1988) 'good organizational structure does not by itself guarantee good performance'. There is the reason

therefore to match organization or the public service with very sound and quality staff so that performance would become more effective indeed target setting performance-measurement and minority will be affected without the necessary impetus given to systematic recruitment and selection mechanism.

Federal Civil Service Commission (FCSC) comprises of staff used administratively by the government which is the highest employer of labour. The government uses the staff to transform her policy into result that would benefit the citizenry. Therefore the right caliber of personnel must be placed to perform these varied functions.

However, the government organization known as the civil services is weighed down by the familiar problem of the government.

These problem according to Fajemiroku(1974).comprises ethnicity, religious strife, corruption, colonial history, governance / leadership style, the quota system and federal character principle.

It is within this context the issue discussed in this research work revolves as it affect Federal Civil Service Commission (FCSC) especially: the idea of recruitment and selection system as practiced in advanced democracies pay greater emphasis on criterion like written test, interviews, academic abilities and self discipline which must operate within an environment that respect rules which govern recruitment and selection and advancement under conditions of political neutrality, equal opportunity and competition on the basis of merit and competence(Stanly ,1974). Candle and Plano(2002) emphasized demonstrated fitness as the key personnel factor in the recruitment and selection system, they went further to state that recruitment and selection of the best qualified applicant to fill a vacancy, job tenure, position clarification, standardization of pay and promotion as well as pay increase based on performance evaluation are hallmark of the system

1.2 STATEMENT OF THE PROBLEM

The researcher has chosen the topic “Recruitment and Selection Processes in Public Service”. However, the concept of recruitment and selection is primarily concerned with attraction of sufficient and suitable potential employees to apply for vacancies in the organization. Meanwhile the government organization known as the civil service is weighed down by some problems of the organizations owned by the government (FCSC) According to (Fajemiroku,2004). The problem of the organization comprises religious strife, ethnicity, corruption, quota system e.t.c there are some other problems which are listed below:

- (1) No Weighting of Interview Questions
- (2) Poor Setting of The Interview
- (3) Insufficient Follow Up Question
- (4) Untrained Interviewers
- (5) Failure To Check With Former Employee
- (6) Unclear Job Requirements
- (7) Inappropriate Question
- (8) Failure To Post Opening
- (9) Tapping Successors
- (10) Vague Selection Criteria
- (11) Failure to Provide Reasonable Accommodation For Disable Applicants
- (12) Failure To Notify Unsuccessful Contenders of The Selection Decision
- (13) Failure To Provide The New Employee With A Substantive Orientation of The Job
- (14) Rushed Selection Process
- (15) Insufficient Outreach

(16) Recruitment Outside of the Personnel System.

Similarly, the military involvement in politics and federal character principles are all posing a great threat to success of recruitment and selection in government and public organizations in Nigeria.

1.3 OBJECTIVES OF THE STUDY

The general objective of this research work is to evaluate the impact of recruitment and selection process in government and public organizations in Delta State. However the specific objectives can also be to evaluate the performance of Federal Civil Service Commission (FCSC) against the backdrop of personnel recruitment and selection especially if it is accepted that it is obligatory on government to fulfill her electoral promises to the people by providing for the good life. In this respect, creating relationship between governance, the welfare of the citizens and a respect for the social contract based on equity and fairness,

Specifically the objectives are to:-

- (1) Evaluate the effect of recruitment and selection on employee job execution in Federal Civil Service Commission (FCSC).
- (2) Ascertain the influence of recruitment and selection in FCSC.
- (3) Find out the impact of recruitment and selection on attracting suitable employee to cover up a vacant position in an organization.
- (4) To ascertain the effect of recruitment and selection on job Performance of FCSC.
- (5) Find out the effect of recruitment and selection on achieving set goals of FCSC.

1.4 RESEARCH QUESTIONS

The research questions are designed to address the following questions stated below:

- (a) To what extent has recruitment and selection affected the FCSC employee job execution.
- (b) What is the impact of recruitment and selection on employee productivity in FCSC
- (c) What is the effect of influence on recruitment and selection in FCSC
- (d) To what extent has recruitment and selection impacted on efficient and effective job performance in FCSC
- (e) What is the impact of recruitment and selection in achieving set goals in FCSC

1.5 STATEMENT OF HYPOTHESIS

The focus of this research work is on “Recruitment and Selection Processes in Public Organizations in Abuja”. Thus the hypothesis to be tested shall be:

Ho i: There is no significant relationship between recruitment and selection and employee job execution.

Ho ii: There is no significant relationship between FCSC and recruitment and selection process.

Ho iii: There is no significant relationship between recruitment and selection influence and FCSC.

Ho iv: There is no relationship between recruitment and selection impact on effective and efficient job performance.

Ho vi: There is no relationship between recruitment and selection and achieving set goals in FCSC.

1.6 SIGNIFICANCE OF STUDY

Employers are always looking for the right staff to fill the job vacancies that they have on offer. Finding the right staff means that recruitment and selection process are a key factor in the success of any business. In order to be truly effective, it is essential that a business has the right kind of personnel. Having people who enjoy their job and want to make a success of them can be the making of a company, why uninterested and unsuitable staff can bring a successful business to its knee. In order to ensure the right kind of recruitment and selection of staff, it means that an employer should be aware of the kind of skills that they want an employee to have. Employee should also be aware of the kind of transferable skill that will be useful to the company. This means that employers need to be quite specific when they advertise a vacancy. If an employer decides to use the services of an agency in the recruitment and selection process, then he/she should be precise in their instruction to the recruitment consultant.

One of the most important part or aspect of recruitment and selection process is to have a clear frame work for short listing candidates for a vacancy. This means that an employer should have some idea of what they want to see on a person's resume or C.V and what kind of experience they expect a potential employee to have had during the recruitment and selection process. It is also wise to establish which qualities and qualifications are essential to the job and which are desirable once you have your short list of potential employee then you have to decide whether a single interview will suffice or whether you want an interview and presentation.

The recruitment and selection process is always easier if an employer can provide a recruitment agency or recruitment consultant with a specific brief on what they want in an employee. They should also advise the agency/consultant of their

own process of selecting the right candidate at each stage of the recruitment and selection process.

Whoever interviews candidate for a position should be ready to provide feedback on that interview, either to the candidate themselves or to the agency representing them. Before the interview task is placed, the employer should have a definite idea of what they are prepared to offer as an employment package. It is not a good idea to be vague at this stage of the process because it is all too easy to forget that when it comes to recruitment and selection the candidate may also be sizing up their potential employer.

CASUALIZATION:

This can be seen as a branch of governmental service in which individuals are employed on the basis of professional merit as proven by competitive examinations.

A civil servant or public servant is a person or public sector employee working for a government department or agency, for instance only crown employee with appointment letters are referred to as public servants

The term public servant explicitly excludes the armed service, while those that are referred to as casual workers are those without any letter of employment used to fill in vacancies in offices especially junior positions where government has not given approval for proper employment

SALARY/WAGES:

Wages are payment made on monthly basis to workers who are not under the pay-roll of the government in the public service. For instance in Federal Civil Service Commission (FCSC) there is a monthly provision from the commission's

overhead to pay workers who are referred to as casual workers those without letters of employment.

Salaries are payments made on monthly basis by the government to its employee in the state which is usually processed from the Pre-Audit unit under the office of the Accountant –General of the Federation.

If you begin work with the civil/public service, you will start on the first point of the salary scale for that grade. For each grade in the public service you will see a salary scale below. The pay scales are generally updated by the department of finance.

The salary bill for public servants has risen by 10% in the last decade because of “Wage Creep” that has increased the number of people on top salaries, the number of civil servants has declined but their salaries have gone up, with part of that bill inflated by bonuses in 2000/2001 nearly no performance-related pay was made to government employees.

INDOCTRINATION:

Indoctrination is the process of inculcating ideas, attitudes, cognitive strategies or a professional methodology into the new employees or into any public services. It is often distinguished from education by the fact that the indoctrinated employee is expected not to question or critically examine the doctrine they have learned.

As such it is used pejoratively, often in the context of political opinions, theology or religions dogma. Instruction in the basic principles of sciences in particular, can not properly be called indoctrination, in the sense that the fundamental principles of science call for critical self-evaluation and skeptical scrutiny of one’s own ideas, a stance outside any doctrine.

In practice, however a certain level of non-rational indoctrination, usually seen as miseducative is invariably present; the term is closely linked to socialization. In common discourse. Indoctrination is often associated with negative connotations, while socialization refers to cultural or educational learning.

As a pejorative term, indoctrination implies forcibly or coercively causing people to act and think on the basis of a certain religion. Some secular critics maintain that all religions indoctrinate their adherent as children and the accusation is made in the case of religion extremism. So also does the public service indoctrinate their new employees to inform them with the Dos and Don'ts of the service that they are going to be working in?

Indoctrination in the field of information security is the initial briefing and instruction given before a person is granted access to secret information.

1.7 DEFINITION OF OPERATIONAL TERMS

(A) RECRUITMENT AND SELECTION;

The term recruitment and selection are used interchangeably with one another. For this project, the terms will mean the positive action taken to find the right quality and quantity of personnel into an organization. Recruitment immediately precedes selection by paving way for producing the smallest number of candidate who appears to be capable of performing a task or of developing the ability to do within a period of time, duties acceptable to the employing organization according to (Tyson and York,1982).

(B) PERSONNEL;

This constitutes the manpower employed by an organization to carry out a specific assigned task.

(C) PUBLIC SERVICE;

A machinery of goods used by the executive to assist in policy formulation and implementation directed at achieving happiness and satisfaction for a greater percentage of the population of a country.

(A) BUREACRACY;

This represents an impersonal abstraction that places authority and legitimacy on an office and not on the person (bureaucrat) occupying such an office. A bureaucrat is guided by rules and formal procedures stipulated by an institution and tailored towards the attainment of efficiency and the best result.

(B) QUOTA SYSTEM:

This is a device used to check the over-flooding of a particular job or vacant job opportunity by people from a particular ethnic origin if properly applied; it allows forever representation of people from different background and geographical zones of the country or state.

(C) FEDERAL CHARACTER:

The Nigeria 1999 constitution describes this term in the context of government conduct reflecting the federal character. This means the promotion of national unity and loyalty whereby a single or few ethnic groups are prevented from high jacking the instrument of government, spoil of official government employment at the disfavor of other groups.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The essence of literature review is to have the theoretical basis for the study. Literature review provides the researcher with the opportunity to look into the “pool of knowledge” available to them. However, concerning this research work, the researcher intends to look into various views of different researchers, scholars, academies and discipline. The researcher on the following perspectives looks at a vivid explanation of recruitment and selection process in government and public organization in Nigeria. (A Case Study of Federal Civil Service Commission FCSC.)

2.2 HISTORICAL BACKGROUND

Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job (Leopold 2002). He further states that retention means ensuring that once the best person has been recruited, they stay with the business and are not “poached” by rival companies. According to Flippo (2003) recruitment is the process of attracting individuals on a timely basis in sufficient number and with appropriate qualification and encourages them to apply for the jobs in an organization. In practice, recruitment is often very demanding and seldom so straight forward. Experts believe that recruitment and selection will be the top challenges of the 90’s

Selection is the process to choose the individual who can most successfully perform the job from the pool of qualified candidates. The selection procedure involves the functions and device adopted in a given company to ascertain whether the candidates specification are matched with the job specification or and

requirement or not. Experts believe that recruitment and selection will be the top challenges of the 90's. According to Flippo (2003), Recruitment is a process of searching for prospective employees, stimulating and encouraging them to apply for jobs in an organization.

Recruitment and Selection are vital process for a successful organization having the right staff can improve and sustain organizational performance. Recruitment and Selection are conceived as the process by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them. Recruitment is seen as a positive process of generating a pool of candidate by reaching the right audience suitable to fill the vacancy (Leopold, 2002).

Undertaking this process is one of the main objectives of management. Indeed, the success of any business depends to a large extent on the quality of its staff. Recruiting employees with the correct skills can add value to a business and recruiting worker at a wage or salary that the business can afford will reduce cost. Employee should therefore be carefully selected, managed and retained just like any other resources. Recruitment is an important part of a business human resources planning.

In all business, people are vital resources and the need to be managed as such. The overall aim of the recruitment and selection process is to obtain the number and quality of employees that are required.

There are three main stages in recruitment which are:

(i) Identify And Define The Recruitment:

This involves the preparation of job descriptions, job specification and person specification.

(ii) Attract Potential Employees and

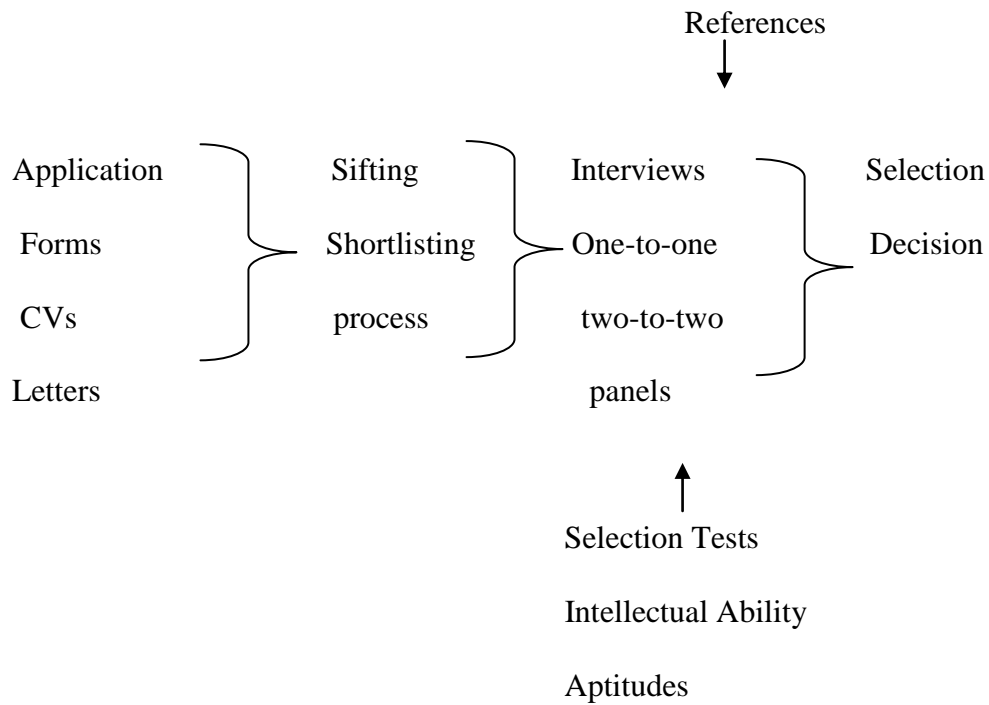
(iii) Select and employ the appropriate people from the job applicants.

It is important to appreciate that recruitment is a continuous process because of

- (i) Staff departure e.g. recruitment, sacking, resignation.
- (ii) Changes in business location; a relocation often triggers the need for substantial recruitment.
- (iii) Changes in business requirement, e.g. new product, market expanded operations.
- (iv) Promotion: Recruitment is becoming more and more important in business in particular, this reflects the increasing need for a wealth motivated and flexible workforce that requires less management supervision.

Even in the times of high unemployment, selection is very much a two way process, with the candidates assessing the organization as well as the other way round. From the organization point of view, selection is just as much a selling operation as the initial recruitment. According to Cole (2002) the salient features of the selection process are;

- (i) The application details (CVs and Letters).
- (ii) The interview.
- (iii) Selection tests, where applicable, and other supporting evidence, such as references. The relationship between these features can be shown below.



Personality

SOURCE: Cole (2004) personnel & human Resource management

The personnel department plays a key role in recruitment and selection of employees; this is because it is now the personnel needs of organization. The personnel department prepares a concise job description and specification stating clearly the title of the job and responsibility required. If vacancies have to be filled from outside the organization, an advertisement is made through the print and electronic media. The advertisement carries the job description specification, age of applicants, qualification, experience and deadline for submission of application. At the expiration of the deadline for submission of applications, the personnel officers sort out the applications to find out those eligible through screening or Shortlisting. Successfully shortlisted applicants are then communicated on the date for interview.

2.3 MODELS AND THEORIES RELEVANT TO THE RESEARCH

Recruitment and selection according to (Peths, 1997) are vital processes for an organization that want to be successful, having the right staff that are qualified for

a particular position can improve and sustain organizational performance. In order to achieve this, there is a laid down policies and procedure according to (Cole, 2002)

One of the first steps in planning for the recruitment of employees into the organization is to establish adequate policies and procedures. A recruitment policy represents the organization's code of conduct in this area of activity. Typical examples of policy statement for recruitment are as follows; (Cole 2002).

- (1) Advertise All Vacancies Internally.
- (2) Reply To Every Job Applicant With The Minimum of Delay
- (3) Aim To Inform Potential Recruits In Good Faith About The Basic Details
And Job Conditions of Every Job Advertised
- (4) Aim To Process All Application With Efficiency And Courtesy
- (5) Seek Candidates On The Basis of Their Qualification For The Vacancy
Concerned
- (6) Aim To Ensure That Every Person Invited For Interview Will Be Given A
Fair And Thorough Hearing

The company should try not to;-

- (1) Discriminate unfairly against potential applicants on ground of sex, race, age,
religion or physical disability.
- (2) Discriminate unfairly against applicants with criminal record.
- (3) Knowingly make any false or exaggerated claims in its recruitment literature
or job advertisement.

While a typical example of policy statement for selection are as follows: (Cole, 2002).

- (1) Sifting Through Application Forms Or CVs
- (2) Drawing Up A Shortlist Of Candidate
- (3) Inviting These Candidates For Interview

- (4) Conducting Interviews (Supported By Tests Where Appropriate)
- (5) Making A Decision About Choice Of Candidates
- (6) Making An Attractive Offer And Confirming It
- (7) Writing To Unsuccessful Candidates
- (8) Notifying Appropriate Managers Of Decisions

SORTING APPLICATIONS;

Application for job arrives in four ways:

- (i) Individuals Turn Up In Person
- (ii) An Application Form Is Returned By Post Or E-mail
- (iii) A Letter Of Application Is Sent
- (iv) A CV (Curriculum Vitae) Is Submitted.

Of these four, the application form is the most likely source of information about the applicants although CVs are becoming increasingly popular. Essentially a CV is an application form designed by the candidates. On-line applications are becoming more wide spread with the increasing use of the internet, (Cole, 2002). Applications are usually sorted in the following way, it is always divided into three groups

- (1) Clearly Suitable
- (2) Possible
- (3) Unsuitable

Clearly suitable applicants are called for interview, possible contenders are held temporarily in reserve, while unsuitable applicants are rejected. If the numbers accepting the interview are disappointing, then some of the possible contenders may be invited. In current economic climate it is more likely that personnel departments

will be overwhelmed with applications from prospective employees. In this situation, only two categories are likely to be used-suitable and unsuitable. (Cole, 2002)

One of the biggest advantages of using application forms is that the information about candidates comes in a standardized format. Every applicant is more or less obliged to complete all sections of the form, and any omissions are fairly obvious. A well designed application form should enable applicants to give a full and fair account of themselves, and thus be provided with an opportunity to demonstrate their suitability for the vacancy in question. The application form can be used as the basis for the job interview since it is the fullest evidence about the candidate available prior to the interview, (Cole, 2002).

According to (Cole, 2002), one way of differentiating between application form is to employ 'closed' forms, requiring only routine information for unskilled manual clerical posts and 'open' forms requiring candidates to express opinions and judgment as well as providing some routine information for managerial, executive and professional grades.

The 'open' form enables applicants to supply routine details about themselves but then encourage them to reflect on their experience so far and to explain something of their motives and aspirations. Such a form presents quite a challenge to the prospective applicants those who are motivated will complete it to the best of their ability; those who are not sufficiently interested will pass by the opportunity. Hence this kind of form encourages a fair amount of self selection to take place in the labour market which of course saves time and effort on the part of the organization's selectors. Another advantage of the form is that it produces distinctive replies between candidates which may also be very useful in deciding whom to

shortlist. The slight disadvantage of this kind of form lies in the extra and varied amount of detail that selectors need to absorb before deciding on the shortlist.

The curriculum vitae as it is usually known, is a candidate's own description of how he/she see their personal history in relation to a job application. Most CVs are a combination of two elements (1) standard/ routine information about the candidate and (2) personalized information. The first describes basic detail such as;

- (1) Names, Address And Telephone Number
- (2) Age, Marital Status
- (3) Education: Secondary School/ College/ University e.t.c
- (4) Qualifications GCSE, 'A' Levels, Certificate S/NVQs, Diploma And Degree
- (5) Professional Memberships, E.g. ACCA, ARICS, MCIPD e.t.c.

The second element is a personalized view of such matters as the candidate's job history, personal interests and motivation. Thus the candidate may choose the order in which he/she describes pervious experience, and can decide how much or how little to say in developing particular interests. A candidate has the scope to elaborate on his/her experience rather as in the open application form described above. (Cole, 2002).

Application forms and CVs are the core of the recruitment and selection process. Without them the recruitment and selection can make little headway. With them candidates can be shortlisted, interviewed and assessed. According to Lewis (1980) for many posts the main selection is made on the basis of the application form which he called phenomenon 'selecting out' which he prefers to 'pre-selection' as others have called it. He notes that "As economic conditions means that more and more people will be chasing fewer and fewer jobs. The existence of an

unmanageably large pool of applicants will become much more common". One response to this situation by employers is to set about pre-selection on a systematic basis. Thus the information on the application form becomes the essential data for pre-selection decision. Lewis (1980) suggested that a carefully designed pre-selection procedure could be very reliable, although he was less confident about the validity of the procedure.

In terms of procedures, one way in which managers engaged in recruiting staff can ensure a systematic approach is to adopt a checklist. A systematic procedure makes for internal discipline and control in recruitment matters especially in organizations that are engaged in regular programme of recruitment and selection. Why a systematic approach with clear procedure is important for cost-effective recruitment so also is responsiveness. Recruitment and selection procedures should be flexible enough to permit personnel staff in particular to respond flexibly to demands made on them both by recruiting departments and by potential candidate. The personnel staff should be capable of rearranging their advertising campaigns to meet particular short term needs of user departments, and of being prepared to negotiate interview times to meet the convenience of shortlisted candidates for key posts. However, it needs to be acknowledged that recruitment and selection is a marketing activity as well as a resourcing one. When recruiting and selecting a staff, organizations are going out into their external environment and competing with others for suitable recruits. It is therefore important that such activities are conducted in a manner that sustains or enhances the public image of the organization. Applicants who are treated both fairly and efficiently will pass on this experience to others, even if they have been unsuccessful in their application. Conversely people who feel that their application has been dealt with inefficiently or unfairly are quick to spread their criticisms around.

PERSONNEL SPECIFICATION:

The purpose of personnel specification, or candidate profile as it is sometimes called, is to make explicit the attributes that are sought in candidates for the job in question. Thus the personnel specification becomes a summary of the most important knowledge, skills and personal characteristics required by the successful candidate in order to be able to carry out the job to an acceptable standard of performance. The specification depends for its relevance on the nature and scope of the job, as described in the job description, amplified where necessary by comments from the manager concerned. Naturally the nature of the job will determine the type and level of knowledge and skill required, but the job will be performed in a particular social context, and so it is important to have the manager's view as to the sort of personal qualities that would permit the newcomer to fit into the team. (Cole, 2002)

According to Munro Fraser (1978), drawing up adequate specification is not easy. "Each human being is unique and can only be understood as a complete entity, conceived attempt to force him into classifications usually lead to essential elements being either concealed or missed out altogether. But when trying to select from among a group of candidates, we want to be able to compare one with another. Thus we must describe each in terms which have a common application.

Fortunately for current practitioners in personnel work, there have been several useful attempts to draw up a practicable if not ideal classification of personal attributes for the purpose of selection. Two of these classifications are discussed below; the seven point plan was devised by Professor Alec Rodger of The National Institute of Industrial Psychology in the 1950s and has proved to be the most popular model for personnel specifications in the United Kingdom. Its seven points are as follows;

- (1) Physical Make-Up: what is required in terms of health, strength, energy and personal appearance?
- (2) Attainments: what education, training and experience is required?
- (3) General Intelligence: what does the job require in terms of thinking and mental effort?
- (4) Special Attitudes: what kind of skills need to be exercised in the job?
- (5) Interest: what personal interest could be relevant to the performance of the job?
- (6) Disposition: what kind of personality are we looking for?
- (7) Circumstances: are there any special circumstances that the job requires of candidates?

As can be seen, it is possible to categorize the candidate specification under essential and desirable features. Clearly the more items that appear under essential, the tighter the specification and the more restrictive its effect. In the example just quoted the requirements for physical make-up clearly rules out a large number of possible applicants right at the onset. (Cole, 2002)

The relationship between the essential and the desirable is features are a factor of:-

- (a) The Job Itself
- (b) The Labour Market

If a job requires specific knowledge or skills at a particular level to ensure that new recruits will be able to fulfill their duties acceptably, then this level must be stated as essential. If the job only requires commonness level of know-how, then the specification can be written in broad terms with few essential features. However, the recruitment and selection situation is inevitably linked to the state of the labour

market. If labour of a particular kind is plentiful, then specification can be made more exclusive than if there is a shortage of the relevant labour, in which case employers loosen their personnel specifications, so as to ensure that at least some candidate will be caught in the net. In recent years the labour market has swung back in favour of employers. Now the problem is not so much of attracting candidates, but in deciding how best to select them. In practical terms, attracting applicants is less of an issue, but administration and deciding whom to offer employment to be more difficult with large number. The present situation encourages employers to set tight specifications for all but the scarcest of jobs. Even with this strategy, employers are being faced with large number of well qualified candidates, and so selection process become more time- consuming and problematic. Lewis (1985)

JOB ADVERTISING:

Personnel specifications and job description form the basis of every advertisement. When labour is in short supply, advertisements need to be able to entice potential applicants as well as to inform them about the basic features of the job in question. Even when labour is plentiful, advertisements is needed to attract candidates both at times when unemployment is exceptionally high or exceptionally low, advertisers can receive a poor response. It appears that people prefer to live on state assistance than to risk further redundancy and that those in employment stay put unless the new job offers an exceptional opportunity.

Advertising is a crucial part of the recruitment and selection process. It is intended to reach out into the labour market with an attractive offer of employment aimed at producing an adequate response in terms of (1) Enquiries/requests for details. (2) Numbers of suitable applications submitted.

The main sources of advertising outside the organization are;

- (1) Local Newspapers
- (2) National Newspapers
- (3) Technical/ Professional Journals.
- (4) Via the Internet (Employer's Website or on Agency's)
- (5) Via Other Agencies.
- (6) Via Job Centre
- (7) Posters at the Factory Gates

Generally speaking, manual and clerical vacancies are filled by local advertising whereas managerial and professional vacancies are filled by advertising in the national press and in the specialist journals. The national dailies in looking for their own market position in recruitment and selection advertising, have tried to adopt certain days of the week as their day for promoting particular categories of job. Example, The Times advertises managerial posts on Thursdays, as does the daily telegraph; the Guardian publishes Educational Posts on Tuesdays and public sector posts on Wednesday. This situation is helpful both to organizations seeking recruits and to those looking for new employment since they know which day is "Market Day" for their particular job category.

Journals are usually published monthly and are directed towards specific interest groups with their predictability and access to special groups of potential recruits, they are an important source of job advertisement. Newspapers have a distinct advantage over journals- their speed to put through advertisements. The lead-time for a journal is probably about four to five weeks, whereas for a newspaper it is only one to two weeks. The Lead-Time is the time elapsing between the submission of the advertisement by the organization and its appearance in the Newspaper or journal (Cole, 2002)

The effectiveness of an advertisement for a job vacancy can be judged by:-

- (a) The Number of Enquires It Stimulates.
- (b) The Number Application Submitted.
- (c) The Suitability of The Application

Even in times when labour is readily available, it is always good practice to aim to produce attractive and informative advertisements. When placing an advertisement in the press whether local, national or specialist the organization is going public, therefore its public image and reputation are at risk to a certain extent. This why some organizations, public sector as well as commercial spend a good deal of effort on establishing a high-quality standard format for all their job advertising (Cole, 2002).

Advertising are basically of two kinds:

- (a) Classified.
- (b) Display.

Display advertisements are given their own box on a page and this allows the advertiser to include the company logo and some general comment on the job or company before describing the job and persons sought in greater detail. Most management, professional and technical jobs are advertised in this format.

Classified advertisement is Shortlisting of job vacancies each having about five column centimeters of space giving brief details of job and salary. Such advertisements are used mainly for clerical and manual jobs. They are more common in local/regional papers than in the nationals. Note surprisingly, the display type of advertisement is several times more expensive than the classified advertisement due to the amount of page space taken by the advertiser.

Journal advertisement tends to be of the display type. An effective job advertisement is one which:-

- (a) Identifies The Organization With A Few Brief References.

- (b) Provides Brief But Sufficient Details About The Salient Features of The Job.
- (c) Summarizes All The Essential Personal Features Required By The Job Holder.
- (d) Refers Briefly to Any Desirably Personal Features.
- (e) State The Main Conditions of Employment Including Salary For The Job.
- (f) State How And to Whom The Enquiry or Applications Are Made.
- (g) Present All The Above Points In a Concise But Attractive Form.
- (h) Conforms To Legal Requirements.
- (i) Attract Sufficient Numbers of Suitable Applicants

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter deals with the procedures, design and measures used in collection, generation and analysis of data for solving the research problems. The researcher used various methods and procedures to achieve the objectives of this work. It thus conceptualize that the main structure of the research work is void of structure to build upon.

The various methods used include areas of study, population, sample instrument of data collection and data analysis techniques. All these follow a pattern that helps to define the purpose and direction of this research work.

3.2 RESEARCH DESIGN

This can be seen as a place of direction for the retrieving and analyzing of data. It refers to the approaches, frame work or plans of carrying out research studies (Olannye, 2006). However, it is the outlining of procedures for acquiring information needed to address the research problem on ground to this research topic.

“Recruitment And Selection Processes in Public Service in FCSC”, the survey research method is being employed since the method only collects data from a defined population. Hence a sample is selected from the subset of the generalized population using sampling techniques. Survey research methods adopt measures of data gathering instruments which include questionnaire, interview and systematic observation.

3.3 AREAS OF STUDY

Under this heading, the area covered is specifically is the Federal Civil Service Commission.

3.4 POPULATION

The population defines the limit within which the research findings are applicable (Olannye, 2006). For the purpose of this study, the population covers Federal Civil Service Commission. However some particular offices were selected as sub of the population that is being generalized as the entire Federal Civil Service Commission. This now constitutes the population of 180 that is being accessible which equally stands as the accessible population for the entire research study, the simple random sampling technique is being employed.

3.5 SAMPLE DESIGN AND PROCEDURE

A sample is a population or subset of the population which is studied in place of the entire population based on the data obtained from the sample which in inference or generalization can be made about the population (Olannye, 2006).

However, due to vast population of the Federal Civil Service Commission, it is not possible to cover all the offices in the commission due to time and financial constraint, therefore some specific offices were selected in the commission as a subset for the purpose of this research work. Simple random techniques was applied which was achieved by means of interview and questionnaire to the members of staff of the commission eighty (80) copies of questionnaires were properly filled and returned within two weeks time frame.

3.6 DATA COLLECTION INSTRUMENT

In an attempt for the researcher to achieve the objective of this research work, the researcher makes the questionnaire the choice of operation that was designed based on the four (4) Likert scale, with anchors ranging from “Strongly Agree, Agree, Strongly disagree, Undecided”. This was stated that the Likert scale is essentially a question format that is frequently used for ordination measure in survey questions (Olannye, 2006) then it is paramount that it is being adopted for this research study. The questionnaire also has the demographic sector that conceptualizes the background variables which includes the Gender, Age, Educational Qualification, Religion, Marital Status e.t.c. The questionnaire was designed from observation in the research question which gives it root of validity and direction.

About eighty (80) sets of questionnaire was distributed to the selected offices in the commission through the simple random technique

3.7 METHOD OF DATA COLLECTION

Data collection involves the collecting and gathering of relevant information needed in addressing the questions raised in the research problem, the data was gathered by the administering of questionnaires to the required population chosen for this study. The questionnaire was divided into two, specific demography and Likert scale, where choices can be made by the respondents based on the question that agrees to its interest, this is known as primary data.

Secondary data was employed which is referred to as the historical data structure of variables that have been previously collected and assembled for some research problems and referencing. The secondary data for this study were collected

mainly from textbooks, articles and publications, internet on previous works of different authors, researchers on topics closely related to this research work.

3.8 OPERATIONAL MEASUREMENT OF VARIABLES

Validity of measurement instrument is defined as the ability of the instrument to measure what it is supposed to measure (Asika, 1991) The variables are divided into dependent and independent variables, recruitment and selection being the independent variable was defined as the process of identifying the need for a job, defining the requirement of the position and choosing the most appropriate person for the job (Leopold, 2002) The independent variable further brings about effectiveness and efficiency in public service. The dependent variable which is the public service which can transform tremendously from a low output to a very high increase output. Then it was measured from a good image that public service in Delta State has received a greater impact and transformation from recruitment and selection processes.

3.9 DATA ANALYSIS TECHNIQUES

The chi-square (χ^2) distribution was thus employed as the analytic tool techniques for hypothesis testing.

As it thus stated that it is used when it is wished to compare on actual observed distribution with a hypothesis or expected distribution (Lawal, 2002)

The formular for the calculation is as follows

$$X^2 = \frac{\sum (O-E)^2}{E}$$

O = The Observed Frequency At Any Value

E = The Expected Frequency At Any Value.

However, if on the other hand, the value of the χ^2 from the formula is greater than the one revealed from (χ^2) distribution in the table then the null hypothesis will be rejected and thus the alternative will be accepted.

Conclusively, decision will be taken.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 INTRODUCTION

This chapter is mainly concerned with the analysis of results and the interpretation of data collected from questionnaire administered based on the research topic. The analysis is based on the field of survey undertaken in Federal Civil Service Commission, on the topic “Recruitment and Selection Processes in Public Service”.

The questionnaire was administered to the respondents by the researcher; the questionnaires were collected and analyzed.

4.2 CRITERON GROUP RETURN

TABLE 4.1 AGE DISTRIBUTION OF RESPONDENTS

Age ranges	Number of respondents	Percentage
10 – 20yrs	12	15%
21 -30yrs	30	37.5%
31 -40yrs	20	25%
41 -45yrs	15	18.8%
45yrs & above	3	3.8%
TOTAL	80	100%

Source: Authors computation, 2019

Table 4.1 above shows the age distribution of the respondents which was spread across various age range. It equally shows the highest concentration of the respondents within the age range of 21-30 (37.5%) and 31-40yrs (25%). However, lower percentages were recorded among the age rang 45yrs and above (3.8%)

TABLE 4.2 MARITAL STATUSES

Marital Status	Number of Respondents	Percentage
Married	63	78.75%
Single	17	21.25%
TOTAL	80	100%

Source: Authors computation, 2019

Table 4.2 above indicates the marital status of respondents. The highest response rate 63 (78.75%) was recorded as married respondents and 17 (21.25%) was recorded for single respondents

Table 4.3 EDUCATIONAL QUALIFICATION OF RESPONDENTS

QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
FSLC	5	6.25%
WAEC/GCE/NECO	10	12.5%
OND/NCE	18	22.5%
HND/B.SC	30	37.5%
MBA/M.SC/Ph.D	10	12.5%
PROFESSIONAL CERT	7	18.75%
TOTAL	80	100%

Source: Authors computation, 2019

Table 4.3 above shows relatively highest response rate among respondents who held HND/B.SC Degree 30 (37.5%) and OND/NCE Certificate 18 (22.5%). However, the

lowest responses rated were shown among holders of FSLC 5 (6.25%) and professional certificate 7 (8.75%)

TABLE 4.4 ANALYSIS OF OTHER RESEARCH DATA

RESEARCH QUESTION ONE: Recruitment and selection and employee job execution.

TABLE 4.4

	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
1.	Recruitment & selection has affected FCSC employee job execution	30	37.5	20	25	13	16.25	7	8.75	10	12.5
2.	Recruitment & selection has improved on FCSC employee	35	43.75	30	37.5	5	6.25	5	6.25	5	6.26
3.	Recruitment & selection creates efficiency & effectiveness in FCSC employee work performance	35	43.75	20	25	5	6.25	14	17.5	6	7.5
4	Recruitment & selection has improved on discharge of duties in FCSC	25	31.25	35	43.75	7	8.75	8	10	6	7.7

Source: Authors computation, 2017

Tables 4.4 above ascertain whether recruitment and selection has affected employee's job execution. 1 indicates a strong agreement level of 30 (37.5%) respondents, 7 (8.75%) of the respondents disagreed and 13 (16.25%) of the respondents were uncertain, recruitment and selection has affected employee job execution.

In statement 2, it was agreed by 35(43.75%) of the respondents that recruitment and selection has improved on employee. However, 5 (6.25%) of the respondents were uncertain while 5 (6.25%) of the respondents strongly disagreed.

Statement 3 says that recruitment and selection creates efficiency and effectiveness on employee work performance. As 35 (43.75%) of the respondents strongly agreed. However, 6 (7.5%) of the respondents strongly disagreed while 5 (6.25%) were uncertain.

In statement 4, it was stated that recruitment and selection has improved on discharge of duties in FCSC as agreed by 25 (31.25%), 7 (8.75%) were uncertain, while 6 (7.7%) of the respondents strongly disagreed.

RESEARCH QUESTION TWO: Recruitment and selection and its impact on Federal Civil Service Commission (FCSC)

	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
5	Recruitment & selection makes qualified employee available	55	43.75	25	31.25	6	7.5	8	10	7	8.75
6	Recruitment & selection helps FCSC to employ suitable applicants	25	31.25	36	45	14	17.5	2	2.5	3	3.75
7	Recruitment & selection makes possible job description & specification	35	43.75	20	25	10	12.5	9	11.25	5	6.25
8	Reduction of unemployment rate because of recruitment & selection in FCSC	20	25	25	31.25	15	18.75	12	15	8	10.

TABLE 4.5

In table 4.5 above refers to the impact of recruitment and selection on FCSC. In statement 5, it was agreed by 35 (43.75%) of the respondents that recruitment and

selection makes qualified employees available, 6 (7.5%) of the respondents were uncertain, while 7(8.75%) strongly disagreed.

Statement 6, indicates that recruitment and selection helps FCSC to employ suitable applicants as agreed by 25 (31.25%) of the respondents. However, 14 (17.5%) were uncertain, while 3 (3.75%) strongly disagreed.

In statement 7, 35 (43.75%) of the respondents agreed that recruitment and selection makes possible job description and specification, while 5 (6.25%) strongly disagreed and 10 (12.5%) were uncertain. Also in statement 8, it was reported by 20 (25%) of the respondents that recruitment and selection has reduce unemployment in FCSC while 15 (18.75%) were uncertain and 8 (10%) strongly disagreed.

RESEARCH QUESTION THREE: The Influence of Recruitment and Selection on Federal Civil Service Commission (FCSC)

TABLE 4.6

	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
9	Recruitment & selection has influenced the mode of operation in FCSC	20	25	25	31.25	12	15	15	18.75	8	10
10	Recruitment & selection influence the effectiveness in discharge of	35	43.75	30	37.5	8	10	3	3.75	4	5

	duties in FCSC										
11	Recruitment & selection has changed the ways FCSC employ new staff	30	37.5	20	25	10	12.5	12	15	8	10
12	Recruitment & selection makes job opportunity available for unemployed	36	45	20	25	14	17.5	4	5	6	7.5

From table 4.6 above, ascertaining the influence of recruitment and selection on FCSC. It was recorded in statement 9 that 20 (2.5%) of the respondents strongly agreed. However, 12 (15%) were uncertain, while 8(10%) of the respondents strongly disagreed. Statement 10 posit that recruitment and selection influence the effectiveness in discharging of duties in FCSC, by an agreement rate of 35 (43.75%) of the respondents, 4 (5%) strongly disagreed, while 8 (10%) were uncertain. In statement11, it was agreed by 30 (37.5%) that recruitment and selection has changed the way FCSC employ new staff. 10 (12.5%) of the respondents were uncertain, while 8 (10%) of the respondents strongly disagreed. Statement 12, states that recruitment and selection makes job opportunity for unemployed as agreed by 36 (45%) of the respondents. However, 6 (7.5%) strongly disagreed while 14 (17.5%) were uncertain.

RESAERCH QUESTION FOUR: Impact of Recruitment & Selection on Efficient and Effective Job Performance in Delta State House of Assembly Service Commission (FCSC)

TABLE 4.7

	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
13	Recruitment & selection makes suitable & qualified applicants to gain job in his/her field	30	37.5	20	25	10	12.5	11	13.75	7	87.5
14	Recruitment & selection creates high level of social well being	38	47.5	25	31.25	7	87.5	4	5	6	7.5
15	Improvement in FCSC due to recruitment & selection	30	37.5	20	25	12	15	8	10	10	12.5
16	Steady recruitment & selection reduces unemployment	25	31.25	20	25	15	18.75	12	15	8	10

The analysis in table 4.7 above ascertaining the impact of recruitment and selection on efficient and effective job performance in FCSC, statement 13 recorded 30 (37.5%) agreement rate, 10 (12.5%) were uncertain, while 7 (87.5%) of the respondents strongly disagreed

In statement 14, it was indicated by agreement of 38 (47.5%) of the respondents that there is a high level of social well being due to recruitment and selection. However, 6 (7.5%) strongly disagreed, while 7(87.5%) of the respondents were uncertain. Statement 15, stipulates that there is improvement in FCSC due to recruitment and selection as agreed by 30 (37.5%) of the respondents, 12 (15%) of the respondents were uncertain while 10 (12.5%) of the respondents strongly disagreed. Statement 16 states that steady recruitment and selection will reduce unemployment as agreed by 25 (31.25%) of the respondents. However, 15 (18.75%) were uncertain, while 8 (10%) of the respondents strongly disagreed.

RESEARCH QUESTION FIVE: Impact of Recruitment and Selection in Achieving
Set Goals in Federal Civil Service Commission (FCSC)

TABLE 4.8

	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
17	Recruitment & selection makes employment simplified in FCSC	35	43.75	20	25	11	13.75	10	12.5	7	87.5
18	Recruitment & selection has provided means of achieving set goals by hiring suitable applicants	30	37.5	25	31.25	18	22.5	12	15	10	12
19	Recruitment & selection has improved service delivery in FCSC	38	47.5	22	27.5	8	10	4	5	8	10
20	Recruitment & selection has made possible for timely information for FCSC staff	25	31.28	20	25	15	18.75	8	10	12	15

Table 4.8 statement 17 ascertain that recruitment and selection simplifies employment procedure in FCSC as agreed by 35 (43.75%) of the respondents. However, 7 (87.5%) strongly disagreed, while 11 (13.75%) of the respondents were

uncertain. In statement 18, it was gathered that recruitment and selection has provided means of achieving set goals by hiring suitable applicants as agreed by 30 (37.5%) of the respondents. Although 10 (12%) of the respondents strongly disagreed, while 18 (22.5%) were uncertain. Statement 19, stipulates that recruitment and selection has improved on service delivery in FCSC 38(47.5%) agreed, 8(10%) were uncertain while 8(10%) strongly disagreed.

Lastly in statement 20, it posits that recruitment and selection has made it possible for timely information for FCSC staff as agreed by 25(31.28%) of the respondents. However, 15(18.75%) were uncertain, while 12(15%) of the respondents strongly disagreed

4.3 HYPOTHESIS TESTING

The chi-square was employed as an analytical tool for testing the hypothesis formulated in chapter one. The formular for chi-square is represented below

$$X^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Fe

Where:

FO = Observed Frequency

FE = Expected Frequency

X² = Chi-square Calculated

Expected frequency (fe) is computed using the formular below

$$f_e = \frac{\text{column total} \times \text{row total}}{\text{Grand total}}$$

Grand total

Degree of freedom for critical chi-square statistics is given as $df = k - 1$

K = The Number of Categories

Decision Rule

If calculated chi-square value x^2 is greater than the critical chi-square, x^2 value of the null hypothesis is rejected and the alternate accepted. If the critical chi-square has x^2 value that exceeds the calculated chi-square value, then the null hypothesis will be accepted and the alternate rejected.

NOTE:

Level of significance $p = 0.5$

Degree of freedom is $(k-1) = (3-1) = 2$

HYPOTHESIS ONE

HO: There is no significant relationship between recruitment and selection and Federal Civil Service Commission (FCSC) employee job execution

TABLE 4.4 Q1, Q2, Q3, Q4 CONTINGENCY TABLE

QUESTION	AGREED (A)	DISAGREED (D)	TOTAL
1	20	7	27
2	30	5	35
3	20	14	34
4	35	8	43
TOTAL	105	34	139

Calculation of the expected frequency response.

Expected Frequency (fe) = column total x row total

QUESTION (1)

$$\text{Fe (A)} = \frac{105 \times 27}{139} = 20.39$$

$$\text{Fe (D)} = \frac{34 \times 27}{139} = 6.60$$

QUESTION (2)

$$\text{Fe (A)} = \frac{105 \times 35}{139} = 26.43$$

$$\text{Fe (D)} = \frac{5 \times 35}{139} = 1.25$$

QUESTION (3)

$$\text{Fe (A)} = \frac{105 \times 34}{139} = 25.68$$

$$\text{Fe (D)} = \frac{14 \times 34}{139} = 3.42$$

QUESTION (4)

$$\text{Fe (A)} = \frac{105 \times 43}{139} = 32.48$$

$$Fe(D) = 8 \times 43 = 2.47$$

Fo	Fe	Fo - Fe	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
20	20.39	-0.39	-0.15	-0.00
7	6.60	0.4	0.16	0.02
30	26.43	3.57	12.74	0.23
5	1.25	3.75	14.06	11.23
20	25.68	-5.68	-5.68	-0.22
14	3.42	10.58	111.93	32.72
35	32.48	2.52	6.35	0.19
8	2.47	5.53	30.58	12.38

$$X^2 C = 0.05, df = 1 = 3.84$$

56.56

DECISION

Since $x^2 C$ (chi-square calculated) is greater than $x^2 t$ ($x^2 C > x^2 t$) i.e. $56.56 > 3.84$. we reject the null hypothesis and accept the alternate hypothesis implying that there is a total significant relationship between recruitment and selection and Federal Civil Service Commission (FCSC) employee job execution.

HYPOTHESIS TWO

HOi: There is no significant relationship between recruitment and selection process

TABLE 4.5 Q5, Q6, Q7, and Q8

QUESTION	AGREED (A)	DISAGREED (D)	TOTAL
5	25	8	33
6	36	2	38
7	20	9	29
8	25	12	37
TOTAL	106	31	137

Calculation of the expected frequency response

Expected Frequency (Fe) = $\frac{\text{Column Row} \times \text{Row Total}}{\text{Grand total}}$

Grand total

QUESTION (5)

$$Fe (A) = \frac{106 \times 33}{137} = 25.53$$

$$Fe (D) = \frac{8 \times 33}{137} = 1.92$$

QUESTION (6)

$$Fe (A) = \frac{106 \times 38}{137} = 29.40$$

$$Fe (D) = \frac{2 \times 38}{137} = 0.55$$

QUESTION (7)

$$Fe (A) = \frac{106 \times 29}{137} = 22.43$$

137

$$Fe (D) = \frac{9 \times 29}{137} = 1.90$$

137

QUESTION (8)

$$Fe (A) = \frac{106 \times 37}{137} = 28.62$$

137

$$Fe (D) = \frac{12 \times 37}{137} = 3.24$$

137

Fo	Fe	Fo - Fe	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
25	25.53	-0.53	0.28	0.01
8	1.92	6.08	36.96	19.25
36	29.40	6.6	43.56	1.48
2	0.55	1.45	2.10	3.82
20	22.43	-2.43	5.90	0.26
9	1.90	7.1	50.41	26.53
25	28.62	-3.62	13.10	0.45
12	3.24	8.76	76.73	23.68

$$X^2 C = 0.05, df = 1 = 3.84$$

74.27

DECISION:

Since X^2C (chi-square calculated) is greater than (chi-square critical) ($X^2C > X^2t$) i.e. $74.27 > 3.84$. we reject the null hypothesis and accept the alternative hypothesis implying that there is a relationship between recruitment and selection process

HYPOTHESIS THREE:

2HO: There is no relationship between recruitment and selection influence on Federal Civil Commission (FCSC).

TABLE 4.6 Q9, Q10, Q11, and Q12.

QUESTION	AGREED (A)	DISAGREED (D)	TOTAL
9	25	15	40
10	30	3	33
11	20	12	32
12	20	4	24
TOTAL	95	34	129

Calculation of the expected frequency response

$$\text{Expected Frequency (Fe)} = \frac{\text{Column Row} \times \text{Row Total}}{\text{Grand Total}}$$

QUESTION (9)

$$\text{Fe (A)} = \frac{95 \times 40}{129} = 29.45$$

$$\text{Fe (D)} = \frac{15 \times 40}{129} = 4.65$$

129

QUESTION (10)

$$\text{Fe (A)} = \frac{95 \times 33}{129} = 24.30$$

129

$$\text{Fe (D)} = \frac{3 \times 33}{129} = 0.76$$

129

QUESTION (11)

$$\text{Fe (A)} = \frac{95 \times 32}{129} = 23.56$$

129

$$\text{Fe (D)} = \frac{12 \times 32}{129} = 2.97$$

129

QUESTION (12)

$$\text{Fe (A)} = \frac{95 \times 32}{129} = 17.67$$

129

$$\text{Fe (D)} = \frac{4 \times 24}{129} = 0.74$$

129

Fo	Fe	Fo - Fe	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
25	29.45	-4.45	-19.80	-0.67
15	4.65	10.35	107.12	23.03
30	24.30	5.7	32.49	1.33
3	0.76	2.24	5.01	6.60
20	23.30	-3.56	-12.67	-0.53
12	2.97	9.03	81.54	27.45
20	17.67	2.33	5.42	0.30
4	0.74	3.26	10.62	14.36

$X^2C = 0.05, df = 1 = 3.84$

71.87

Since X^2C (chi-square calculated) is greater than (chi-square critical) ($X^2C > X^2t$) i.e. $71.87 > 3.84$. We reject the null hypothesis and accept the alternate. This implies that there is a significant relationship between recruitment and selection influence on Federal Civil Service Commission (FCSC)

HYPOTHESIS FOUR

Hoi: There is no relationship between recruitment and selection impact on effective and efficient job performance.

TABLE 4.7 Q13, Q14, Q15 AND Q16

QUESTION	AGREED (A)	DISAGREED (D)	TOTAL
13	20	11	31
14	25	4	29
15	20	8	28

16	20	12	32
TOTAL	85	35	120

Calculation of the expected frequency response

Expected frequency (Fe) = column row x row total

Grand total

QUESTION (13)

$$\text{Fe (A)} = \frac{85 \times 31}{120} = 21.95$$

$$\text{Fe (D)} = \frac{11 \times 31}{120} = 2.84$$

QUESTION (14)

$$\text{Fe (A)} = \frac{85 \times 29}{120} = 20.54$$

$$\text{Fe (D)} = \frac{4 \times 29}{120} = 0.96$$

QUESTION (15)

$$\text{Fe (A)} = \frac{85 \times 28}{120} = 19.83$$

$$Fe (D) = \frac{8 \times 28}{120} = 1.86$$

120

QUESTION (16)

$$Fe (A) = \frac{85 \times 32}{120} = 22.66$$

120

$$Fe (D) = \frac{12 \times 32}{120} = 3.2$$

120

Fo	Fe	Fo - Fe	(F - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
20	21.95	-1.95	3.80	0.17
11	2.84	8.16	66.58	23.44
25	20.54	4.46	19.89	0.96
4	0.96	3.04	9.24	9.62
20	19.83	0.17	0.02	-0.00
8	1.86	6.14	37.69	20.26
20	22.66	-2.66	7.07	0.31
12	3.2	8.8	77.44	24.2

78.79

DECISION

Since X^2C (chi-square calculated) is greater than (chi-square critical) ($X^2C > X^2t$)
 i.e. $78.79 > 3.84$. We reject the null hypothesis and accept the alternate. This implies

that there is a relationship between recruitment and selection impact on effective and efficient job performance.

HYPOTHESIS FIVE

3HO: There is no significant relationship between recruitment and selection and achieving set goals in FCSC.

TABLE 4.8.Q17, Q18, Q19 and Q20

QUESTION	AGREED (A)	DISAGREED (D)	TOTAL
17	20	10	30
18	25	12	37
19	22	4	26
20	20	8	28
TOTAL	87	34	121

The calculation of the expected frequency response

Expected frequency (Fe) = column total x row total

Grand total

QUESTION (17)

$$Fe (A) = \frac{87 \times 30}{121} = 21.57$$

121

$$Fe (D) = \frac{10 \times 30}{121} = 2.47$$

121

QUESTION (18)

$$\text{Fe (A)} = \frac{87 \times 37}{121} = 26.60$$

121

$$\text{Fe (D)} = \frac{12 \times 37}{121} = 3.66$$

121

QUESTION (19)

$$\text{Fe (A)} = \frac{87 \times 26}{121} = 18.69$$

121

$$\text{Fe (D)} = \frac{4 \times 26}{121} = 0.85$$

121

QUESTION (20)

$$\text{Fe (A)} = \frac{87 \times 28}{121} = 20.13$$

121

$$\text{Fe (D)} = \frac{8 \times 28}{121} = 1.85$$

121

Fo	Fe	Fo - Fe	(Fo - Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
20	21.57	-1.57	2.46	0.11
10	2.47	7.53	56.70	22.95
25	26.60	-1.6	2.56	0.09
12	3.66	8.34	69.55	19.00
22	18.69	3.31	10.95	0.58
4	0.85	3.15	9.92	11.67
20	20.13	-0.13	0.01	0.00
8	1.85	6.15	37.82	20.44

74.84

DECISION

Since X^2C (chi-square calculated) is greater than (chi-square critical) ($X^2C > X^2t$) i.e. $74.83 > 3.84$. we reject the null hypothesis and accept the alternate implying that there is a great significant relationship between recruitment and selection and achieving set goal in Federal Civil Service Commission (FCSC)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In recruiting and selecting people for work in an organization, the personnel department plays a key role in recruitment and selection of employees. This is because it meets and knows the personnel needs or requirement based on employees the organization wants to fill up a particular gap, as suggested by Makinde (1992). The personnel department prepares a concise job description and specification stating clearly the title of the job and responsibility required for the job.

If vacancies have to be filled from outside the organization, an advertisement is made through the print and electronic media. The advertisement carries the job description and specification, age of applicants, qualification, experience and deadline for submission of application. At the expiration of the deadline for submission of application, the personnel officer of the ministry sorts out the applications to find out those eligible through screening or Shortlisting. Successfully shortlisted applicants are then communicated on the date for interview.

The Nigeria civil service places a lot of premium on the interview method for selection. Decree 43 of 1988 states that “ all eligible candidates for appointment shall be interviewed by the appropriate personnel management or committees”, the case of principle of merit that of quota system and federal character are always enforced to determine whom to recruit and whom to select. This to a large extent in the view of Decree No: 20 1988 down plays the inevitability of bureaucracies to effectively and efficiently deliver the goals.

Competence and job specialization cannot thrive where sentiment are brought to play in any case, successful candidates are notified through letters of appointment

duely signed by an officer designated to do so by the ministry concerned or by the secretary to the civil service commission.

5.2 SUMMARY OF FINDINGS

The first thing you need to do when you are looking at hiring a new employee is actually to decide whether or not you really do need to hire an employee. You need to look at the existing job descriptions of the other people that you have, look at where the skills shortages are, is there somebody who if you re-align his/her work within the work place may be able to determine specifically where your skill shortage is and from there you can determine what it is in terms of skills set, knowledge and attitudes that you are looking for. From this you create your job description and in your job description there are several things that you are looking for and I have some highlight over here. You need to look at the type of skills you are looking for or required for this person to do the job, education, work experience and from that what is the minimum level of education? What is the skill level? How many years of working experience are you looking for and if you are not looking for certain number of years of experience is there some kind of specific skill level? For example, are you looking for somebody to word process 40 WPM with 5% error rate? What technical skills are you specifically looking for?

Secondly are you looking for knowledge? Skill, knowledge and attitude, in knowledge, is there any specific knowledge that you expect somebody to have before you hire him or her? Finally is there certain kind of attitude you are looking for. Are you looking for somebody who is a problem solver, who takes on a task and somebody who works really well alone, are these the kind of things you are looking for? Every business has its character and its own personality and when you hire

somebody, you want that person to fit in with the personality of your company. This information needs to be incorporated in your job description; it will help you make a better decision and a better hire. So one of the very things you need to do is spend a lot of time thinking about specifically what is it that you want to hire, specific skills, specific knowledge or specific attitude and once you have a really good idea of what it is that you are looking for then of course it's a much better chance that you will get it.

5.3 RECOMMENDATIONS

The art of recruiting and selecting good employees is one that takes an organizational commitment by the company. Hiring fast and hiring well are not going to yield the same results. Take a step back, review your current practice of hiring and recruitment and then compare them with these recommended strategies below:

(1) DESIST FROM THE FORMER WAY OF EMPLOYMENT

Organizations should desist from the old and former ways of employment where people are employed on the basis of who you know. The supervisors should be allowed to have a say in the recruitment and selection process because the supervisor knows the job vacancies and description and the kind of people needed to fill into the vacant position, they should have the final say on who gets employed or not.

(2) CREAT AWARENESS

Unless yours is a major company with a large area of influence, creating awareness is going to be necessary. You can: get a booth at a job fair, register with a college and speak for a few minutes in front of students. Tell your current employees to spread the word about the company to family and friends, ask for referrals from top employees. The idea is to develop a talent pool of perspective employees in advance of actually needing them. Think of it like grocery shopping. You go to the shop and

stock on food before you will be eating them. You do this for advance preparation because you know you will get hungry. Hiring employees work the same way. Advance preparation will allow you a better opportunity to select from good talent.

(1) PROVIDE OPPORTUNITY AND EXPECTATION OF GROWTH

According to Paul sarvadi of entrepreneur magazine. “Researchers agree that the best employees want to work, a culture in which people are treated with respect and consideration at all times. This means that by taking care of your current employees first you can accomplish a couple of different goals.

First, you will retain more of your current employees due to their job satisfaction with the company. Second, you will create a good learning atmosphere which will allow current employees to grow and be selected for other opportunities within your organization. By creating a healthy internal atmosphere much of your recruitment can come form within.

(2) SELECTION CRITERIA

Choosing the right candidate is an important decision. While some people may have the right history they have the wrong attitude some may have the right attitude but score poorly on a compatibility test. When hiring an individual who is new to the company, two criteria are paramount: Attitude and Motivation

When you hire only people with an outstanding attitude and tremendous motivation, you vastly increase the odds of your organization’s success. Skills can be learned, but a good attitude and motivation can not be. You cannot force someone to change his mental make-up but the person who already is motivated and has the right attitude will push herself to learn the skills you require. Southwest airlines, renowned for its strong company culture and customer experience, practice this method.

In 2006 Federal Civil Service Commission (FCSC) received 50,000 job applications for 1,000 potential opportunities. Human resource professionals face increase challenges in recruitment and selection of employees but thanks to heightened government regulations and growing diversity. Human resource hiring practices must balance government and public demand for fairness and equality with organizational desires to get the best employees into the right position.

(3) FAIR PROCESSES

“Top tip on recruitment and selection” is to make selection processes “fair, open and transparent”. Fair hiring practices that gives all applicants equal opportunities to meet the job requirements, help to protect against discrimination claims and typically gives you the best candidate. Open communication and transparency with applicants on how the hiring process works establish your organization as an ethical recruiter and employer.

(4) AVOID BAD HIRES

This sound simple enough, but the cost of hiring and training a replacement for an employee who is a bad fit are as much as one-third of the employee’s salary according to U.S department of labour. The website training and development solution cites a Harvard Business Review Study showing that nearly 80 percent of company turnover result from bad hire. In essence, put significant time into thorough job analysis and selection process that delivers a close match to the needs of the job.

(5) STRUCTURE THE PROCESS

Informal recruiting and selection processes remains a part of the Federal Civil Service Commission (FCSC) work culture, but you should strongly consider the risk

of unstructured hiring processes. If you engage in a hiring process that is a formality to eventually hire a predetermined friend of the company's boss, you are at a higher risk of discrimination law-suits. Design your hiring process to deliver the best candidates and avoid preconceived notions about who that person is.

(6) MULTIPLE SCREENING TOOLS

Using traditional interview as your sole selection tool severely limits your ability to make certain of a good hire. Many people are capable of effectively selling themselves in a 30-60 minute job interview, but the strength of their credentials could prove lacking if you use other selection tools. General knowledge and personality test, when applicable helps multiple interview steps confirms the consistency of the employee's abilities. Reference check is also highly important to verify accuracy in a candidate's resume and background.

(7) FLEXIBLE INTERVIEWING

When setting up an interview, offer flexibility so that employees with family or work responsibilities can make it for an interview. Many times, the best candidates for your job are meeting their other responsibilities during the normal business hours. If possible, offer multiple time frames and days for interview to get a better selection of talent.

5.4 CONCLUSION

It was discovered after a proper evaluation of the effect of recruitment and selection in Federal Civil Service Commission. FCSC is an organization that depends on the effective use of its available human resources in order to achieve its objectives. These resources if effectively utilized should be obtained in the right

quality, quantity and time. However, it was discovered that Federal Civil Service Commission can only achieve this human resource need through an effective use of recruitment and selection because human resources is regarded as the most important, most valuable and complicated as well as least predictable.

It was also discovered that recruitment and selection is very influential to FCSC for the fact it helps to recruit well suitable and qualified applicant needed to fill a vacant position in the organization. It was also discovered that the use of recruitment and selection by personnel management simplified or make than achieve their aim of recruitment. However, recruitment and selection has a great influence on the job execution in FCSC.

The impact of recruitment and selection on Federal Civil Service Commission (FCSC) can never be over emphasized in the sense that recruitment and selection makes job description and specification possible. Because when there is a vacancy for a specific position, everybody don't just go and tender application because of the specified job description. When the description of the type of skill, age, sex and qualification is properly stated out, the personnel manager does not find it difficult to recruit their needed applicant for the fact that all their need is well spelt out.

Recruitment and selection makes job execution very effective in every organization because when a qualified and suitable applicant for a particular position in an organization is being recruited, he or she is qualified for the job and understands the job then the effectiveness of the job execution is guaranteed

In conclusion, Federal Civil Service Commission as one of the organization that have developed a successful recruitment and selection theory often have a low resignation rate which can save an organization a significant amount of time and money. Hiring and training can be costly for an organization.

Extensive research and organizational involvement including human resources department managers and valued employees should be considered when developing principles and policies. Much consideration can lead to successful recruitment and selection process.

5.5 LIMITATIONS OF STUDY

In an attempt to make this research work a successful one by the researcher, some problems were encountered which the researcher could not control easily these includes;

(D) TIME CONSTRAINT:

This study was a case based on Federal Civil Service Commission, but because of time, it was impossible and tired some for the researcher to visit all the offices in FCSC

(E) COST INTENTIVENESS:

The researcher could not afford the cost of visiting all the offices in the commission, so some part of selected offices where chosen to carry out the research work.

(F) FINANCE:

The researcher was equally constrained by lack of finance, this researcher needed to be able to prepare her questionnaire and transportation of moving from one office to the other to acquire the needed information that will be valuable in the research work.

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(4) Recruitment and Selection has improved on discharge of duties in FCSC. 1
2 3 4 5

PART TWO

(B) Recruitment and Selection Processes and Its Impact on FCSC.

(5) Recruitment and Selection helps FCSC to employ suitable applicants. 1 2
3 4 5

(6) Recruitment and Selection process makes qualified employees available. 1 2
3 4 5

(7) Recruitment and Selection process makes possible job description and
specification. 1 2 3 4 5

(8) Reduction of unemployment because of Recruitment and Selection in FCSC. 1
2 3 4 5

PART THREE

(B) The Influence of Recruitment And Selection Process On FCSC

(9) Recruitment and Selection process has influenced the mode of operation in
FCSC. 1 2 3 4 5

(10) Recruitment and Selection influences the effectiveness in discharge of duties in
FCSC. 1 2 3 4 5

(11) Recruitment and Selection has changed the way FCSC employ new staff. 1
2 3 4 5

(12) Recruitment and Selection process makes job opportunity available for the
unemployed. 1 2 3 4 5

PART FOUR

(C) The Impact of Recruitment And Selection Processes On Effective
And Efficient Job Performance In FCSC

(13) Recruitment and Selection makes suitable and qualified applicants to gain job
in his/her field of discipline. 1 2 3 4 5

(14) Recruitment and Selection process creates high level of social well being. 1
2 3 4 5

(15) Improvement in FCSC is due to recruitment and selection process. 1 2 3
4 5

(16) Steady recruitment and selection process reduces unemployment. 1 2
3 4 5

PART FIVE

(D) Impact of Recruitment and Selection Process in Achieving Set Goals in
FCSC.

(17) Recruitment and Selection simplifies employment in FCSC. 1 2 3 4
5

(18) Recruitment and Selection has provided means of achieving set goals by hiring
suitable applicants. 1 2 3 4 5

(19) Recruitment and Selection has improved service delivery in FCSC. 1 2
3 4 5

(20) Recruitment and Selection has made possible for timely information for FCSC
staff. 1 2 3 4 5