

## Assessment of Employees Recruitment and Selection Process in Public Service Organizations of Adamawa State

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**ABSTRACT :** This study examines recruitment and selection processes in public service organizations of Adamawa State. Recruitment and selection process is very important to every organization because it reduces the costs of mistakes such as engaging incompetent, unmotivated, and underqualified employees. The quantitative survey research design were adopted for easy collection and analysis of the data. Qualitative technique was employed which essentially involved in-depth interviews. Sample of (254) respondents out of the 300 employees was used in the study. The sample random sampling technique was used to obtain a sample of 254 employees from various MDA's for the study. Data analysis and interpretation of all data collected through questionnaire given to the employees of various MDA's in Adamawa State were presented in the form of tables for easy comprehension, and analysis computed using simple percentage, which forms the basis of analysis and conclusion. Findings of this study revealed that, Public service organizations have been disorient by political and ethnic appointments, the qualified and suitable candidate are not given the opportunity because of party politics or ethnicity affiliation, which may also affect service efficiency and productivity in an organization. Based on the findings the study recommended that, There should be a law guiding and investigating recruitment and selection process. This will pave way in getting rid of the habit of over control in the recruitment and selection process by politician.

**KEYWORDS:** Employees, Recruitment, Selection, Organization, Public Service

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### I. INTRODUCTION

Recruitment is the process of captivating, screening, and selecting potential and qualified candidates based on objective criteria for a particular job. The goal of this process is to attract the qualified applicants and to encourage the unqualified applicants to opt themselves out. Before starting the process of recruitment, the organization must execute proper staffing plans and should grade the number of employees they are going to need. Selection is the method of examining and interviewing candidates with the sole aim of choosing the right person for the right position. Selection is a process of hiring suitable people for job who can successfully perform the job (Prabhu et al. 2020). When there is vacant position in an organization, human resource managers take responsibility for finding and selecting the right person for this vacant position through match-making. Recruitment and selection process is very important to every organization because it reduces the costs of mistakes such as engaging incompetent, unmotivated, and under qualified employees. Recruitment and selection also have an important role to play in ensuring employees' performance and positive organisational outcomes. It is often claimed that the selection of employees occurs not just to replace departing employees or add to a workforce but rather it aims at putting in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2022). In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the most desirable human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future (Blessing and Samuel(2023) Recruitment is now very important and a subject of concern to many organizations due to the increase in competition which makes it necessary to get the right candidate who can fill vacant positions effectively (Adeyemi, Dumade and Fadare, 2015). This is particularly important in higher institutions as there is a need to create a competitive advantage for the institution (Zirra, Ogbu, and Ojo, 2017). Today, some of the staff being recruited into the public sector organizations are kits and kin of the power that be. However, they are recruited under what some experts called patron-client syndrome or through political patronage.

These categories of staff are attracted into the organization, loyalty, commitment and productivity will not be guaranteed. As a matter of fact, goals and the policies being embarked upon may likely suffer (Onyeché, and Deedam 2023). Chukwuka (2010), put it that a well-articulated recruitment and placement of qualified staff will lead to increase in productivity, heightened morale, reduced supervision, increased efficiency, effectiveness, organizational stability and flexibility. One of the major problems facing organizations, including public service organizations in Nigeria is how to recruit competent staff and proper matching of the employee's talents to his job to achieve optimum productivity in organizations. A lot of public service organizations have gone moribund because of the recruitment of incompetent personnel and the improper matching of employee's talents to organizational needs (Ekpenyong, 2007).

## **II. LITERATURE REVIEW**

**Conceptual Perspective** : This is to review the available literature concerning the research topic. It is an attempt to explore what other researchers proffered concerning the topic under consideration.

**Human Resource Management:** Human resource management (HRM or HR) is the strategic approach to the effective management of organization workers so that they help the business gain a competitive advantage, commonly referred to as the HR Department, it is designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). Human resources overall purpose is to ensure that the organization is able to achieve success through people.

**Recruitment and Selection:** Recruitment is the process of captivating, screening, and selecting potential and qualified candidates based on objective criteria for a particular job. The goal of this process is to attract the qualified applicants and to encourage the unqualified applicants to opt themselves out. Recruitment and selection process is very important to every organization because it reduces the costs of mistakes such as engaging incompetent, unmotivated, and underqualified employees. Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014). As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes.

**Employee Recruitment Process:** A recruitment process is an organization-specific model of candidate sourcing for the purpose of finding and hiring new employees. Typically, the ownership of the recruitment process resides within the Human Resources function, although organization also use third-party recruiting firms. The process of recruitment is regarded as the entry point of manpower into organizations and the path that needs to be followed in order to ensure that right individuals or candidates in relation to organizational culture and structure are attracted to enhance achievement of the overall organizational strategic goals (Temtime, cited in Ekwoaba et al., 2015).

**Specifically, basic steps in the recruitment process.**

1. Identifying the hiring need: You can't find what you need . . . if you don't know what you need. However, you must know the description as the last employee who left in the position left it, NOT the description when that person took the job. That's because chances are good that they took on new/additional responsibilities while in the position.
2. Planning: Once you've identified exactly what you need (both in terms of hard skills and soft skills), then it's time to put a plan together to find what you need. Make sure that you get the "buy in" of everybody involved within the hiring process on the steps that will be taken and the communication channels that will be used.
3. Searching: This is a case where you need to be a "hunter" and not a "gatherer." Expertise and connections of a recruiter who "works in the trenches" of the industry day after day they hunt, they do not gather.
4. Identifying viable candidates: Finding candidate is also not enough. An organization (or its recruiter) must also find qualified candidates.

5. Recruiting of A-level candidates: Once viable candidates have been identified, they must be recruited. In other words, they must be sold on not only the opportunity, but also on the organization.
6. (Telephone) screening: You may have a batch of viable candidates, most likely passive candidates, who are interested in the position. The phone screening serves to whittle that list down, so that you can move to the next stage of the process.
7. (Face-to-face) interviewing: Employers must communicate to candidates where they are in the process and what to expect in the near term or they will start looking elsewhere.
8. Offering of employment: The offer stage is one of the most delicate stages of the recruiting process. A hiring manager should never take for granted that a candidate is going to accept an offer.
9. Hiring of the candidate: This is where candidate accept or reject the employment offer. Once a candidate does accept the offer of employment, though, that's when the official hire can be made.
10. Onboarding of the candidate: A comprehensive onboarding process is perhaps the most crucial steps in the recruiting process. This is where new employee paperwork is been done, and continuing to make the candidate/new employee feel wanted before they officially join the organization.

**Organizational Performance:** IGI Global (2019) described organizational performance as the ability of the firm's performance to exceed operations in an effective and efficient manner both financially and non-financially. Similarly, Taouab and Issor (2019) described an organization's performance as the ability to do things faster, better, and with the needed quality than the competitors, adapt and overcome the foreseen and emergency situations within the organizational milieu. Verboncu and Zalman (2005) in their study explained that organizational performance is the ability of the organization to secure a competitive edge in the market via efficient and effective operations. In the final analysis, the definitions point to the fact that organizational performance can be evaluated using its competitive strategies and effectiveness and efficiency in the mobilization, allocation and utilization of available human resources to create and increase value addition. In this context therefore, scholars had identified human resources as a major factors that contribute to organizational performance aside strategic plan, organizational leadership, and commitment to achieve quality which influences organization performance (Sergio et al., 2017).

### **III. EMPIRICAL PERSPECTIVE**

Blessing and Samuel (2023). Effect of recruitment and selection on performance of First Bank plc, Enugu Metropolis. This study is to find out the effect of recruitment and selection on employees' performance in First Bank Plc in Enugu Metropolis. Recruitment is a process of actively searching and hiring applicants for a job role. Selection is a process of choosing suitable applicants from the shortlisted candidates. It is an activity to boost the candidate pool. The study made use of survey research design. The entire population of the study is three hundred and fortyfour (344) comprising of all senior staff of three (3) First bank branches in Enugu metropolis. Taro Yamane formula was employed to arrive at the result. The entire population was used. The primary source of data was mainly used and out of 140 questionnaires distributed only 120 were retrieved and used for the analysis. Multiple regression and correlation matrix were used to analyse the data. A normality test was also carried out on the data. The e-view statistical software package, excel and SPSS were employed for these purposes. The findings reveal that there is a significant positive relationship between recruitment and employees' performance in First bank Plc branches in Enugu metropolis, also there is a significant positive relationship between selection and the performance of employees in First bank branches in Enugu. It was concluded that improvement in the recruitment and selection process in First bank plc, Enugu metropolis will improve the performance of employees in First bank branches in Enugu. The study recommends that the management of First bank should pay more attention to the employment agencies being used by the first bank for recruitment exercises to ensure that the best candidates are recruited from the beginning as this will improve the performance as well as reduce the high labour turnover being experienced by the First bank Plc in Enugu.

Onyeche and Deedam (2023) The study examines recruitment and selection processes in public service organizations: Rivers State Experience. The problems caused by poor recruitment and selection processes have occupied the front burner of public discourse in recent time. This is due to the fact that governance have been privatized, personalized, recruitment and selection processes in public service organizations is currently mired by irregularities and unfair approaches. Mixed method was utilized with survey research design in this study. The population of the study is 1,979 for both organizations that were selected for the study, Rivers State Waste Management Agency (RIWAMA) which is state public sector and Nigerian Ports Authority (NPA) which is Federal public sector. However, Rivers State Waste Management Agency (RIWAMA) has 654 population and Nigeria Ports Authority (NPA) 1,325. Taro Yamane's formula was used to determine the sample size from the population which gave us 399 (three hundred and ninety nine) respondents for both organizations.

Questionnaires were correctly filled and returned for analysis using SPSS 12 version. Descriptive statistics were used to interpret data on the socio-demography characteristics of respondents, while tables, percentage were used to present the result for clarity and better understanding. Multi-stage sampling techniques (including systematic sampling and simple random sampling) were used in this study. Findings of this study revealed among others that: the public sector organizations are bedevilled by political and ethnic appointments. Also, those suitable and qualified candidates are denied positions in line with political or ethnic affiliation, thus affecting efficiency and productivity of the organizations. Based on the findings the study recommended among others that: job trafficking that is gradually becoming a norm in the recruitment and selection processes into the Nigerian public service should receive a serious and urgent sanction. There should be a body and a law empowering such body to investigate and prosecute every recruitment malpractice. Such body should be involved in every recruitment to enable them get information about the processes.

Oyadiran, Musa and Agunbiade (2023).Examine the effects of recruitment and selection process on performance in organisations. Today’s organisations, which are intensely competitive and constantly evolving, necessitate fast and efficient responses to the challenges of Human resource management (HRM), which entails managing people's efforts, acquaintance, capacities, and committed behaviors in order to enhance organizational performance. Organizations are realizing that the effectiveness of organizations is increasingly dependent on the successful recruitment and selection of the human capital. Hence there is need to examine recruitment and selection process and the influence of job analysis, interview, hiring policy and testing on organizational performance. The study made use of secondary data and Resource-Based Theory (RBT) as Theoretical framework. The study concluded that there is positively significance effect of recruitment and selection process on organization performance. The study recommended among others that management of organisations should consider merit in recruitment instead of primordial factors of friendship and relationship. This will undoubtedly facilitate a pool of competent workers in the industry, resulting in good performance outcomes.

#### IV. METHODOLOGY

The quantitative survey research design were adopted for easy collection and analysis of the data.To request opinions of the respondents from the organization in respect of Employees Recruitment and Selection Processes in Public Service, a qualitative technique was employed which essentially involved in-depth interviews. Considering the population of the organization and the working environment, a population of (300) samples was made. Sample of (254) respondents out of the 300 employees was used in the study. The sample random sampling technique was used to obtain a sample of 254 employees from various MDA’s for the study. The method was used because it enable the respondent have equal chance of being selected. The technique was chosen because it is simple to carry out and eliminate personal bias. The information used for this research was gathered from primary and secondary sources.

#### V. DATA ANALYSIS AND INTERPRETATION

This section provides clear analysis and interpretation of all data collected through questionnaire given to the employees of various MDA’s in Adamawa State.The responses to the questionnaire by the respondent are presented in the form of Tables for easy comprehension, and analysis computed using simple percentage, which forms the basis of analysis and conclusion.

**Socio-Demographic Characteristics :**The socio-demographic characteristics of the respondents are shown in table below with analysis gender,age academic qualifications. The table shows the gender of the respondents which indicates that out of the 254 respondents, 158 were males and 96 were females, representing 62% and 38% respectively as shown below. Again the table shows age range of the respondents, out of the 254 respondents, between 25 - 35 years, 74 employees representing 29% were between 36 - 45 years, 128 employee representing 50% were between 46 - above years, 52 employee representing 21%.More so, Academic qualification of respondents shows that out 254 respondents, 48 employee representing 19% had Masters/Ph.D degree, were 104 employee representing 41% had B.Sc/HND, were 75 respondents representing 29% were OND/ND, while 27 are others representing 11%.

**Table 1: Socio-demographic Characteristics**

Variables	Group	Frequency	Percentage (%)
<b>Gender</b>	Male	158	62
	Female	96	38
	<b>Total</b>	<b>254</b>	<b>100</b>
<b>Age</b>	25 - 35	74	29

	36 - 45	128	50
	46 - Above	52	21
	<b>Total</b>	<b>254</b>	<b>100</b>
<b>Academic Qualification</b>	Masters/Ph.D	48	19
	B.Sc/HND	104	41
	OND/ND	75	29
	Others	27	11
	<b>Total</b>	<b>254</b>	<b>100</b>

Source: Field survey (2023)

**Ethnic Politics on Recruitment/Selection and Low Organization Productivity :** The result in table 2 shows percentage score to responses on whether strategic recruitment influenced by ethnic politics brings about low productivity. From the table it can be seen that recruiting based on ethnicity negates the principle of equality which respondents agreed indicates a general positive response. Respondents also agreed that recruiting on ethnic background leads to lack of professional diversity which implies that organizations must desist in using such strategy at recruiting employees. Although one can argue that it is a common phenomenon in most state-owned public organizations.

**Table 2: Responses on the Ethnic Politics on Recruitment/Selection and Low Organization Productivity**

Questions	SA	A	D	SD	Total	Remark
Organization productivity is greatly affected when recruitment and selection process is been done based on imposition of candidates by politicians	89	74	44	47	254	Agreed
Political interference in recruitment and selection process in an organization affects employment of skill and qualified employees	92	67	53	42	254	Agreed
Recruitment and selection based on ethnic courses poor performance and quality delivery	95	77	47	35	254	Agreed
Ethnic politics are mostly factors that affecting productivity in public service organizations	86	83	57	28	254	Agreed
<b>Total</b>	<b>362</b>	<b>301</b>	<b>201</b>	<b>152</b>	<b>1016</b>	<b>Agreed</b>
<b>Percentage response</b>	<b>35.6</b>	<b>29.6</b>	<b>19.8</b>	<b>15</b>	<b>100</b>	

Source: Field Survey, 2023.

**Party Politics Play Role in Public Service Organizations Recruitment and selection:** Table 3 analyzes responses on party politics Play Prominent role in public sector organizations recruitment. It can be observed that most of the respondents agreed that recruitment in public sector organizations based on party politics play prominent role as shown on the table thus shows the importance of recruitment on party politics. It was equally observed that during recruitment exercise the best candidate is not taken for a particular job based on the table below while a positive response was given by the respondents that picking the right candidates who meet the requirements of the job is in the organization’s best interests is very difficult. Majority of the respondents were also of the view that recruiting and selecting the best employees are necessities to keep them happy and satisfied at the organization and were mostly in agreement that the quality of human resource in an organization highly depends on the quality of applicants attracted.

**Table 3: Responses on Party Politics and it’s Role in Public Service Organizations Recruitment and Selection**

Questions	SA	A	D	SD	Total	Remark
Selecting the right candidates who meet the requirements of the job is in the best interest of an organizations	84	77	50	43	254	Agreed
Identifying viable candidates during recruitment exercise is to ensures that best are selected for the	76	71	48	59	254	Agreed

particular job						
Recruiting of A-level candidates help the organization in achieving its objective	93	80	35	46	254	Agreed
Recruitment and selection procedures has influence over the quality of new employees from the large pool of qualified applicants.	79	74	44	57	254	Agreed
Party Politics in recruitment and selection help organizations to employ the best applicant	44	56	73	81	254	Disagreed
<b>Total</b>	<b>376</b>	<b>358</b>	<b>250</b>	<b>286</b>	<b>1270</b>	<b>Agreed</b>
<b>Percentage response</b>	<b>29.6</b>	<b>28.2</b>	<b>19.7</b>	<b>22.5</b>	<b>100</b>	

Source: Field Survey, 2023.

## VI. DISCUSSION OF FINDINGS

Based on observation from the study that qualifications have been abandoned to who knows who in the recruitment process in the public service. Recruitment and selection exercise in public service has been politicized with consequence effects on the organizations productivity and decisions making. politicizing of recruitment is a nonconforming practice of employing political interest by those in the public offices to fill existing and non-existing vacancies in the public service and without following due process. Recruitment and selection of employees provide an opportunity for the organization to use a well designed recruitment process in selection of qualified employees which will lead to an increase in productivity of the organization. However, the study found that poor recruitment process used in the public service tend to affect their service delivery and productivity since recruitment of unqualified employees will lead to poor output and can also result to low productivity.

Furthermore, findings of this study also show that, the public service organizations have been disorient by political and ethnic appointments, the qualified and suitable candidate are not given the opportunity because of political or ethnic affiliation, which may also affect service efficiency and productivity in an organization. Recruitment and selection process in any organization is very important because for organization to achieve its objective is depends on the quality of employees who is recruited into the organization through recruitment and selection process. The result greatly reveals that political or ethnic has influenced employees recruitment exercises which lack equity and transparency among organizations in Nigeria.

## VII. CONCLUSION

Based on investigation on the issue of recruitment and selection processes in public service organization:Adamawa State experience,it was conclude that recruitment and selection process is very important to every organization because it reduces the costs of mistakes such as engaging incompetent, unmotivated, and underqualified employees. Also it will help the organization to achieve its goals and objective. Recruitment and selection process in an organization is in line with legal requirements by labour relations Act. However, the processes should be transparent and also provide equal opportunity for all applicant selection. Finally, it is emphasize that recruiting the right employees will bring value to an organization.

## RECOMMENDATIONS

The study therefore recommends thus:

- ✚ There should be a law guiding and investigating recruitment and selection process.This will pave way in getting rid of the habit of over control in the recruitment and selection process by politician.
- ✚ ii.The management should consider merit in recruitment and selection instead of primordial factors such as party politics and ethnicity. This will facilitate the pool of competent employees in the organization, resulting in good performance.
- ✚ iii.The procedure for recruitment and selection of prospective employees should be thorough, objective and devoid of sentiment. This is to making sure that screening and aptitude test are conducted to ascertain the most qualified candidate for the job and a standardized benchmark must be used to pick the best performing candidate.
- ✚ iv.Politician should be advice to summit a qualify candidate from there constituency in case of any slot for recruitment into public service. This will guarantee efficiency and productivity in an organization.
- ✚ v. Human resource departments should have well laid out recruitment policy that will guide the recruitment and selection process.This will provide adequate pool of quality and qualify applicants.

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