

**EVALUATION OF RECRUITMENT AND SELECTION
METHODS FOR EFFECTIVE MANAGEMENT IN SMALL-
SCALE BUSINESS ORGANIZATIONS**

BY

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(REG.NO: PGD/ GST/ 169/2003/04)**

**PROJECT SUBMITTED TO POST GRADUATE SCHOOL
FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF POSTGRADUATE DIPLOMA IN
BUSINESS MANAGEMENT TECHNOLOGY**

IN

DEPARTMENT OF GENERAL STUDIES

DECEMBER, 2004

DECLARATION

I declare that the named project/ research work was carried out by me Olode Lanrewaju Kayode in partial fulfillment of the requirement for the award of a post graduate diploma in Business Management Technology.

 27/4/05

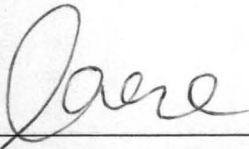
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APPROVAL

This is to certify that the project titled "Evaluation of Recruitment and Selection Methods for Effective management in Small Scale Business Organizations" was carried out by Olode Lanrewaju Kayode under the supervision of Dr. Mrs. Adaeze Chike-Okoli and submitted to the Department of General studies, Post Graduate School, Federal University of Technology the Minna, in partial fulfillment of the requirement for the award of a post graduate diploma Certificate in Business Management Technology.



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DEDICATION

This project work is dedicated to the almighty God, the greatest most supreme manager who has managed all activities regarding this research to a big success,

ACKNOWLEDGEMENT

First of all, my sincere gratitude goes to the almighty God for sustaining my life through out the course of my study and granting me favour to sail through the tides and waves of the program. Not forgetting the tremendous contribution and supervision from my good to go supervisor, Dr. Mrs. Adaeze Chike-Okoli, inspite of her commitments has taken the pain and time to guide me through.

Special acknowledgement goes to my parents, Col. I.O. Olode and Mrs. F.M. Olode for their moral, financial and prayerful support. To my head of department, Dr. Sam Kolo Tswana and other highly esteemed lecturers who have imparted into me knowledge in the period of my study. I want to say thanks. Mr. and Mrs. Abdulganiyu, you cannot be left out considering your moral and financial support. God bless you and your lovely kids, Abdulrasheed, Nafisat, suliyat and baby Ismayil. To all my brothers and sisters, Buky, Tolu, Dotun, Tope, Abe and Jumoke.

Finally, all my friends that have in various ways supported me in the course of my study, Solo, Aunty Aisha, Elijah, Ify, Tenimu, Babalola and many others unnamed.

God will meet you all at the point of your various needs. (Amen)

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ABSTRACT

Human resource managers and other knowledgeable professionals in Minna, Niger state were contacted and asked to participate in a brief survey. The main objective of the research was to analyze the various recruitment and selection strategies necessary to staff small-scale businesses with the right set of employees. This descriptive research was carried out on a population size of small-scale businesses in Minna and its environs. 20 recruiters/employers responsible for and knowledgeable about their company's hiring practices were interviewed and given questionnaires to honestly fill. Specific business quotas of schools, banks, production companies, and restaurants were established to ensure that each type of small-scale business was represented in the research. All respondent's organization were companies and organizations that have a minimum gross annual sale of at least N2.million and employ at least 20 employees at all company facilities. Testing of hypothesis using chi-square with value of 3.292 revealed that many small-scale businesses do not use a formal manual/ guide during recruitment practices. Summary shows that there is still a wide use of application letter, interview and reference, among other methods of selection in small-scale businesses like personality test, psychological test, ability test, work sample, drug test and online application. It is recommended that more attention be given to recruitment and selection practices. Raters and interviewers receive training regarding selection system, job performance expectation and qualification. The use of recruitment manuals by small-scale businesses should be encouraged as well as online application/ Internet recruitment so as to change recruitment process, reducing the cumbersome nature of paper application.

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

Human resource managers sometimes find out that they have difficulty convincing colleagues that the human resource departments also make a major contribution to the organizations success. The fact that the department does not make or sell things does not mean that they add no value to the organization. This represents a very narrow approach to the way in which organizations work which completely overlooks the fact that an organization most important asset is its staff

Psychologist have devised techniques for showing how finding and keeping the right kind of staffs adds value and effectiveness to the organization. A specialized human resource manager can give an estimate of the difference in value between an average performer and a good performer in any given job. Schmidt et al. proposed a rule of thumb that the difference in value between a good worker and an average worker will be between 40% and 70% of the salary for the job. This implies that if a salary for example is N30, 000.00 then the difference in value to the organization between an average manager and good manager will fall between N12, 000 and N21, 000

This estimate clearly indicates that the human resource managers in the first place can add a great of value to the organization by finding good

managers and employees and making them effective and diligent through training and development. Provision of a conducive working environment for the employees is achieved by avoiding poor morale and high level of stress. Small employers and organizations such as banks and institutions save millions of naira yearly by carrying out psychological test and modern selection practices to select the best applicants (schmidt and Hunter 1981). In the same sense, a large employer such as the Nigerian civil service i.e. the federal government loses large amounts of money by not using tests.

In business organizations, success is achieved through effective management. An organization is only a mix of its various resource strategically and skillfully coordinated by individuals or groups of individuals working towards common, desired goals and objectives.

It is imperative to know that the value of an organization to a very large extent depends on its staff and management. This is why there is a need for proper and careful selection of potential employees for the various openings an organization may have. Time and attention must be given to recruitment programs to ensure a visualization of the activities. Many reputable organizations run their recruitment programs annually

A recruitment procedure is usually carried out routinely by the human resource department/personnel department of an organization. The

importance for an organization to be made up of the right kind of staff cannot be over-emphasized if it has to meet up to its mission and vision.

The study is meant to analyze and evaluate the various recruitment and selection methods so as to come up with a model or concept of recruitment guide useful to small scale business organizations in employment and recruitment stages/exercises. This will ensure that a right procedure is maintained to select the right potential employed for an opening.

1.2 Statement of the Problem

Employers in recruiting and selecting potential employees to run their enterprise using various criteria. Such methods may be classified formal and informal

In any case, a poor selection technique by employers results to the employment of incapable staff, which in the long run becomes liabilities to the organization and the society in general. The mode of selection of new or potential employers greatly determines the nature and type of staff selected for any job to be executed in on organization

The major question is what are the requirements for recruitment and selection strategies in a various business enterprises?

1.3 Research Question

The following questions are meant to be answered in the course of the research work so as to guide the researcher in the collection and analysis of data

- i. Do organizations follow or use recruitment manuals and guides during recruitment and selection practices?
- ii. How relevant are the various recruitment and selection methods to employers and recruiters of small-scale businesses?
- iii. Is the trio method of selection still in practice by small business organizations? (I.e. Application form, letter of reference and interview)

1.4 Objectives

The main objective of the expectation research is to analyze the various recruitment and selection methods necessary to staff an organization with capable potential employees.

Specific objectives are

- i. To recognize how the recruitment expectations of employers applicants
- ii. To determine the weaknesses of recruitment and selection practices in sample organizations
- iii To formalize a guide/manual for employers in making adequate selection and staffing decision

1.5 Purpose of Study

There have been major trends of low performance of staff in small-scale enterprise in spite of the staff development and training exercises carried out by their organization. A result of low production output and inefficiency is usually experienced which is directly a product of poor recruitment and selection practices

The purpose of this study is to

- i. Ensure that small business can cost-effectively recruits and employ proper staff necessary for suitable positions avoiding forms of waste from staff-turnover and maximally utilizing the potential of the employee in all areas of his /her duties
- ii. To evaluate the recruitment and selection methods for effective management in business organization with special focus on banks, institutions, production companies and restaurants.

1.6 Significance of Study

In an ideal world, two people doing the same thing in same way, under the same condition will produce exactly the same amount of results. This research is significant in the following ways:

- i. Employers and recruiters will produce better results than others if a vast knowledge of recruitment and selection practices is understood through the research..
- ii. Individuals especially job applicants will also be aware of what his potential employer expects and can thus make better preparations.
- iii. Researchers interested in recruitment and selection practices will find this research work useful in their review
- iv. A mutual understanding between the society and government regarding selection practices is achieved which produce an efficient result in the utilization of financial, capital and human resources.
- vi. Small-scale businesses can practice recruitment of staffs more effectively and efficiently.

1.7 Scope and Limitation of the Study

The scope of this research study is restricted to small-scale business organizations both in public and private sector. The research includes banks, school, production companies, and restaurants.

Based on the available secondary source of data and information, the limitation of the study can be imposed on constricted time- duration for its execution, proximity to distant organizations, poor access to resource managers and concealed information from correspondents.

The observations are subject to chance variation, such as sampling or measurement error.

1.8 Definition of Operational Terms

- i. **Organization:** Body or group of people in a logical pattern to determine specific activities necessary to accomplish planned goals.
- ii. **Recruitment:** Process of defining a job and attracting applicants for the vacant post.
- iii. **Selection:** Process of the most appropriate candidate to fill a post from among those who apply.
- iv. **Manage:** Doing the right things, asking how and when; achieving objectives through coordination and supervision of resources.
- v. **Evaluation:** Assessment of value, act of considering or examining something in order to judge its value.
- vi. **Effective management:** Achievement of organizational goals with minimum waste of resources of time, money material and people
- vii. **Business organization:** A well- coordinated system/ structure that assemble human, financial, physical, informational and other resources needed to achieve common goals usually profit.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Recruitment is the process of defining a job and attracting applicant for the vacant post. This is the part where advertisement of job vacancies plays an important role to the organization.

Selection on the other hand is the process of choosing the most appropriate candidate to fill the post or vacancy from among all those who apply. Recruitment and selection mutually exist as a process, meaning at the mention of one, the other is implied.

The recruitment and selection of staff and employees requires care and attention. It cannot be hurried or fitted between other tasks. A bad or ill-matched appointment will waste both time and resources later on.

Research on recruitment and selection became eminent in the 30's focusing largely on the selection interview using a macro analytic approach. This macro analytic approach was based on reliability and predictive validity of selection interview decision. It was later discovered by Fredrick (1941) that the Test-Retest-Reliability (TRR) which could tell reliable an interview or test is i.e. if I rate some one on Tuesday, would they score the same as if I rated them on Friday?"

- i. Inter-rater reliability that could tell the consistency between how two different evaluators rate a candidate.
- ii. Content validity, which can tell to a researchable extent how the screening criteria are relevant to the job.
- iii. Predicative validity that tells how strong a relationship (correlation) is between the candidate's selection ratings and their subsequent job performance. Initial findings indicated that the selection interview had neither high reliability nor predictive validity which made employers had more and more staff-turnover and led to inefficiency and slow growth of organizations in mid 40's.

More researches were carried out on the poor results of the interview selection method. They later came up with recommendations following changes in selection and interview practices. These included the use of multiple raters who must be trained in recruitment and selection procedures and method including familiarity with job requirements and the use of structured interview guide with specific, job-relevant questions uniformly applied to all candidates.

These methods helped to improve reliability but predictive validity remained low only "career motivation and sociability" could be assessed with any form of validity. Bringing the emergent the micro analytic research method was trying to discover those factors that inappropriately influenced selection decision thus lowering the predictive validity of the selection interview. Many

factors have been identified that inappropriately bias selection decision. This includes:-

- i. **Candidate's Characteristics:** e.g. Age, Physical attractiveness, Sex, Race, Verbal and Non-verbal behavior etc.
- ii. **Interviewers Characteristics:** e.g. perception job requirements, experience and training as an interviewer, goals for the interview match with candidate characteristics etc.
- iii. **Situational Variables:** e.g. Political, Economic and legal forces in the market place and organization, role of the interview in selection system, selection ratio, quickness of selection decisions, physical setting, interview structure etc.

Structured Approach to Recruitment

Recruitment and selecting the right employees can be a time consuming and laborious process.

Reviewing applications, conducting interviews and checking references takes time.

Unfortunately, attempts to take shortcuts in the hiring process can result in hiring a candidate who later poses a liability, which can lead to additional cost to recruit, train or select a replacement. Keenan (1997).

A structure approach increases validity, reliability and effectiveness of the recruitment process and lessens the chance of poor recruitment decisions.

2.1 Types of Recruitment

2.1.0 Recruitment in Business Organization: This is a process of inviting and selecting potential employers for an opening or vacancy to carry out specific jobs and assignment related to its organizational goals and objectives.

Various forms of recruiting techniques have been employed over the recent times. Which ever method however, recruitment techniques can be mainly classified into two forms.

- i. Formal Recruitment
- ii. Informal Recruitment

2.1.1 Formal Recruitment: Fig. 1. summarizes the successive stages of formal recruitment and selection for a standard operative organization. The advertisement attracts applicants who complete and return an application form. Some applicant's references are excluded from further consideration (sifting). Candidates with satisfactory references and requirements are short-listed and invited for interview after which the post is tilled.

In a formal recruitment the employer tries to attract as many applicants as possible and then pass them through a series of filters until the number of candidates equals the number of vacancies.

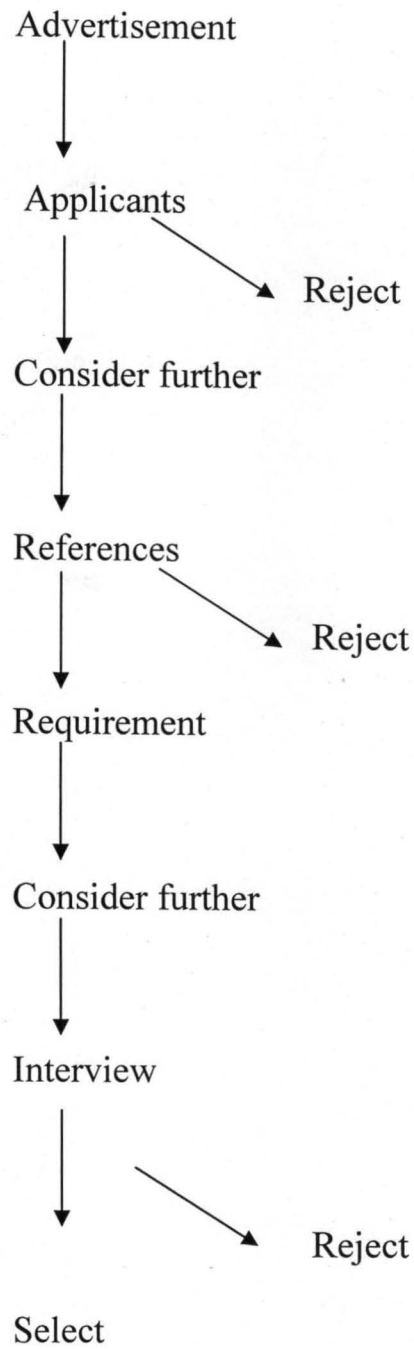


Fig.1 Successive stages in selecting staffs for an organization.

Having recruited a good and representative field of applicant, the employer then tries to select the most suitable persons. Many organizations still select by using the traditional trio method of selection:

- i. Application form
- ii. Letter of reference
- iii. Interview

i. Application form: The role of the application form is to act as a first filter, choosing a relatively small number of applications to process further. This procedure is known as sifting. Researchers suggest that sifting is not always done effectively. Machwirth, Schuler and Moser (1996) used Policy-Capturing analysis to reconstruct the way in which managers sift application. Marchwirth *et al* have found that what the managers do according to policy, Capturing analysis often differs from what they say. Managers say they sift on the basis of proven ability and previously achieved position except trainees are needed but in practice; they are likely to reject applicants because the application looks untidy or badly written.

Davison and Burke (2000) reviewed 49 studies of gender bias in simulated employment decision and found bias against female applicants by females as well as male sifters. In the united states, Equal Employment Opportunities Commission [EEOC] "Guide to pre-employment inquires" list a wide range of application form questions that may not be job related.

This question include about national status, children, child care, hair or eye color, gender, ministry service or discharge, age, availability over holidays or weekends (which may discourage some religious minorities), height, weight, arrest records etc.

Concerns continue to emanate on whether applicants tell the truth on application forms. Keenan (1997) asked UK graduates which answers on their application forms they had "made up to please the recruiter". Hardly anyone admitted to giving false information about their degree but most (73%) admitted they were not honest about their reason for choosing the company they were applying to. More worryingly, 40% felt no obligation to be honest about their hobbies and interest.

One study shows that female bank clerks who did not stay in job long tended to be under 25years of age, single, living at home etc. (Robinson 1972), so banks could reduce turnover by screening out applicants with these characteristics. However, Robinson's to date would probably not be legal today because it specifies female bank clerks.

ii. Letter of references: Reference works on the principle that the best way of finding about someone is to ask one who knows him or her well, such as a former employer or schoolteacher.

The principle is found. Formal employers may have valuable information about the applicant. A good reference is able to talk about your work ethic and style, punctuality, self-management and other related issue.

People who are potentially strong references are:

- i. Current or former employer
- ii. Professor/Teachers
- iii. Coaches
- iv. Volunteer managers
- v. People, well known in the community
- vi. People, well known in your field of interest.

However, practice is less perfect and research reviews shows that references often do not contribute much to finding effective employees.

2.1.2 Informal Recruitment: is any form of recruitment process that does not necessarily go through the process of selection and sifting. Usually, informal recruitment of application is by word of mouth, through existing employees.

Informal recruitment includes:-

- i. Targeted recruitment of candidate from particular source which are single sex or dominated by members of one sex.
- ii. Selection of existing work force within an internal body.
- iii. Head hunting for very best candidates who are happy in their current position and therefore need not read any advertisement.

iv. Walk-ins to shops offices and organizations seeking for vacancies.

Besides being cheaper, employers find employees who stay longer (low turnover) according to several researchers (e.g. Sales, 1994) possibly because they have a clearer idea about what the job really involves.

However, fair employment agencies generally dislike informal recruiting methods because they argue that it tends to perpetuate a particular set of workforce.

2.2 Recruitment Sources: Many organizations paint a rosy picture of what is really a boring and unpleasant job because they fear no one will apply for it otherwise.

However, there are many ways in which employers can try to attract applicants. An example of such includes; Advertisement through audio and visual media, hand bills and posters advertisement, public and private agencies, word of mouth, the Internet, walk-ins of applicant to seek for vacancies, job fairs etc. The more carefully worded the advertisement and job description, the fewer unsuitable applicants will apply. Employers should analyze recruiting sources carefully to determine which of these find effective employees who stay with them reducing staff turnover.

Employers usually place their job market in two ways, depending on how they expect their vacancies to be searched for. It is estimated that the visible job market represents only 15 - 20% of all available jobs, yet this is the

market that most people access (Levin *et al* 1997). A visible job market represents the tip of an iceberg which is above the water line. But most of the jobs, like most of the iceberg are hidden from view.

One research shows that (Bathram 1991) for every 100 jobs available, at least 80 will be hidden only 20 maximum will be advertised. However, for every 100 job seekers only 10 will look in the hidden market. The other 90 will rely on the visible job market.

The visible job market consists of all jobs which are advertised in any way. This market may be accessed through.

- i. Posting in student employment services.
- ii. Newspaper advertisement (daily or weekly).
- iii. Human resource centers/job banks.
- iv. World Wide Web job posting sites.
- v. Advertisements in publications.
- vi. Private employment agencies.
- vii. Company postings (in - house).
- viii. Unions.
- ix. Television (access channel).
- x. Help-wanted signs.

The hidden job market consists of all jobs that are not advertised. Such job market can be accessed through:

- i. Networking (personal contact).
- ii. Specialized trade or professional magazines (specific to your area of specialization).
- iii. Membership listing/ associations
- iv. Newspaper article (related to your field/industries).
- v. Yellow pages directories. Directories are list of organizations involved in particular industries or areas.

2.3 Role of Internet in Recruitment

Advertisement for a job opening, making and writing applications, sifting application and even its assessment can be carried out electronically. This advent has made the whole process far quicker. People now talk of making same-day offers whereas traditional approaches of recruitment took several weeks or even months to fill vacancies.

Some of the benefits of Internet to recruitment in general are highlighted below.

- i. More jobs are advertised on the internet, through the employer's own website or through numerous recruitment sites.
- ii. People seeking for jobs can post their details on the website for potential employers to evaluate.

- iii. Some employers are replacing their conventional paper application forms by short questionnaire that are completed over the internet.
- iv. Software's have been developed that scan application on' and CV's to check whether they match with job requirement (the retract system can search 200,000 CV's in 10 seconds).
- v. Aptitude test or assessment of personality can be completed over the Internet by the applicant, which saves both time and travel cost.

However, Internet recruitment and selection is associated with a number of potential problems.

- i. Not everyone has access to the Internet. Surveys (Bathram, 2000) suggest that there are gender ethnicity and age difference as well as difference in income and education, excluding the less fortunate.
- ii. Electronic media do not bypass the problem that arises with paper. It is easy to lie through a keyboard as on paper or in person.
- iii. Sifting electronically may be very fast. This does not make it necessarily accurate. Reports (Bethram, 2000) suggest some scanning methods do nothing but search for keywords and that once the applicant is wise to know the right words, they will care to include as many as possible

2.4 A Review on Organization Management

Much has been written about how to lead and how to manage. For years researchers have sought the best ways to elicit optimal performance from subordinates, associates, peers and even superiors. Organizations need to manage their own development, improvement and growth as well as that of their members. In other words, the leaders and managers of business organizations must build systems that will stimulate learning and growth within organizational members so that the organization can remain vibrant in its own development.

Management is the process of working with people and resources to accomplish organizational goals. Good managers do things both efficiently and effectively. Effectiveness is simply to achieve organizational goals (Andy 1998) and being efficient is to achieve goals with minimal waste of resources. That is, to make the best possible use of money, time, material and most especially people.

What can managers do to be effective and efficient? The management process, properly executed, involves a wide variety of activities, including planning, organizing, leading and controlling. There are basically the traditional functions of management. As a manager, one will engage in all of these activities but usually not independently or sequentially. A manager will spend over 60% of his or her time meeting with many different people and perhaps one and a half days per week on the

telephone, discussing and deciding a vast variety of issues. On the average, a manager's encounters with others will last about two minutes (Watson 1934).

A manager who does not devote adequate attention and resources to all four functions are bound to fail. A skilled planner and controller that cannot organize his staffs properly or fail to inspire and motivate them to perform at high levels will not make an effective manager. Likewise, it does no good to be the kind of manager who loves to organize and lead, but does not really understand where to get the right staffs or how to determine method of recruitment and selection, especially for a human resource manager.

Managers operate in organizations. Exactly what is an organization? An organization is not a random group of people who come together by chance. It is a group consciously and formally established to accomplish certain goals that its members would be unable to reach by themselves. For example, a business organization has objectives to make profit for its owners, furnish its customers with goods and services, provide an income for its employees and increase the level of satisfaction for everyone involved.

System theory states that an organization is a set of interdependent element which in turn are interdependent with the external environment.

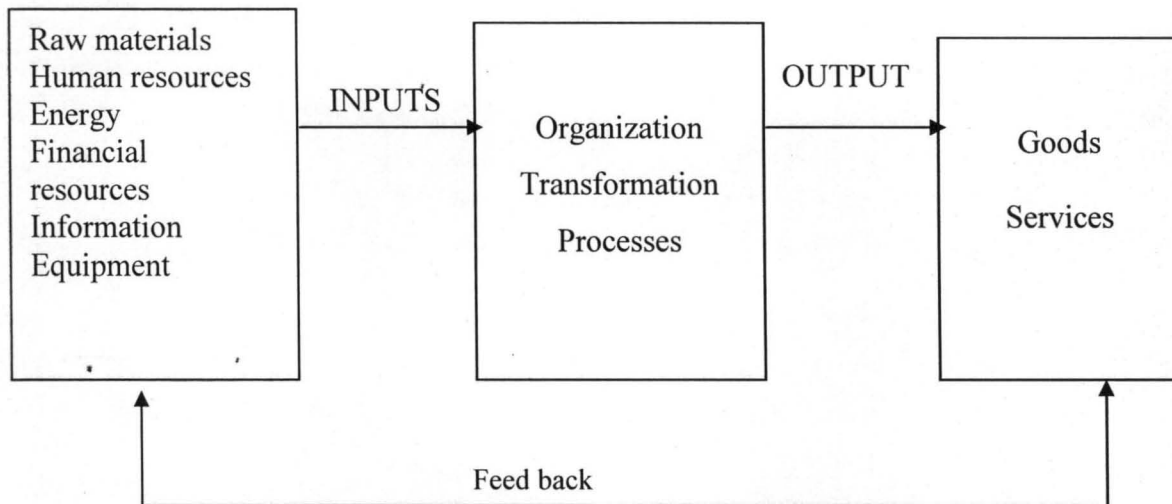


Fig. 2. An open-system perspective of an organization.

In Systems Theory terms, efficiency is the ratio of outputs. Systems theory highlights another important dimension for managers; effectiveness. Effectiveness is the degree to which an organization's output corresponds to the needs and wants of the external environment. The external environment includes groups such as customers, supplies, competitors and regulatory agencies.

2.5 Human Relation Approach to Management:

An approach to management through human relations was developed during the early 1930. This approach aimed at understanding how psychological and social processes interact with the work situation to influence performance. Human relation was the first major approach to emphasize informal work relationship and satisfaction. Many of the ideas of Gilberts (Scientific management) and Barnard and

Follet (administrative management) Influence the development of human resource from 1930 to 1955. In fact, human resource emerged from a research project that began as a scientific management study.

Conclusion of various scientific researches have made researchers believe that productivity may be affected more by psychological and social factors than by physical or objective influence. Another noted contributor to the field of human relations was Abraham Maslow. In 1943, Maslow suggested that human have five levels of needs. In which the most basic need are physical need for food, water and shelter and most advanced needs for self-actualization personal fulfillment. Maslow argued that people try to satisfy their low-level needs and then progress upward to the higher level needs.

Managers can facilitate this process and achieve organizational goals by removing obstacles and encouraging individuals with behavior that satisfy people needs and organizational goals simultaneously.

“Take my organization but leave my staff, and after few years, I shall have it back” “Building a team organization requires leaders to be knowledgeable and inspiring, they should understand the nature of productive teamwork and feel a passion for creating it” (Dean Tjosvold 1952).

2.6 Problems in Recruitment

Problems encountered resulting to a poor validity and reliability in recruitment and selection procedure for many organizations includes.

- i. **In competency of leaders:** Appointment of people into most public and private offices in our society is based on a “man-know-man affair instead of on competence or capability. As a result of the method thereby displaying gradual and well streamlined decline inefficiency in many business organizations. A neglect to the change in leadership or management may bring about a total collapse of such organization.
- ii. **Poorly structured or no human resource department:** The human resource department or personal department is basically the brain of an organization because it decides who and who not be involved in the building of the organization. A business enterprise without a personal department is likely to hire and fire at will resulting to poor productivity through high rate of staff turnover and high cost of training and induction.
- iii **The Nigerian factor syndrome:** The Nigerian factor syndrome is nothing but a collection of negative seeds such as corruption, management, dishonesty, ethnicity, tribalism, sycophancy, cheating, deceit and the like. This syndrome has made recruitment and selection techniques vague in nature. The major key to right method of selection is

achieved through the right structure and individuals of the personal or human resource department. A bad system will inevitably produce a bad result.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research design and methodology of the project. Discussion of the source of data, method of data collection and the various research tools used in the collection, analysis and interpretation of data is also contained in this chapter

3.1 Research Design

Employers and professionals knowledgeable about recruitment and selection practices were contacted and asked to participate in a brief survey. An interview took place between successful respondents and each respondent was asked to fill a questionnaire monitored by the researcher.

Four business quotas were established to ensure that each business was represented in the research. 20 questionnaires were distributed to various respondents responsible for staff hiring, randomly selected to allow for an adequate representation of the market

3.2 Populations and Sample

For the purpose of this research, the population of interest consists of small scale business enterprise such as banking institutions/ schools, production companies, and restaurants that have a minimum gross annual sale of at least N2 million and

employ at least 15 staffs at all company facilities. Though banks are not classified as a small-scale business, it was also included in this research to evaluate its recruitment and selection methods.

A fraction of the population is sampled from a list of qualified respondent. Random sampling technique was used to select these qualified respondents to represent each quota.

3.3 Research Instruments:

The research instruments were used in measuring and recording data in the course of the findings. These instruments include interviews and questionnaires

3.3.1 Personal Interview

An interview took place between the researcher and various respondents. This was more of an oral interaction regarding recruitment and selection practices. Questions not possibly expressible in the questionnaires were discussed having the objective of the study in focus.

3.3.2 Questionnaires

The questionnaire used as an instrument for the research contains two sections, I & II. Section 1 is made up of 9 questions while section II contains 15 questions. Section I found out the proceedings of recruitment practices in sample organizations while section II evaluates selection methods and requirement in these organizations. Each question is unstructured and allows respondents to tick an option from others

3.4 Method of Data Collections

20 questionnaires were distributed among the human resource manager/ employer of 5 schools, 5 banks, 5 production companies 5 restaurants. Though many respondents had little time for an interview, an interview was scheduled with all respondents, out of which 18 were interviewed. Response on questionnaires were received from all 20 respondents

3.5 Methods of Data Analyses

A descriptive statistics was used to restructure and organize field data collected, for easy evaluation, interpretation and understanding. The various statistical tools used in the analysis of obtained data from the research work include frequency distribution, bar chart; percentage and chi-square

3.5.1 Tabulation

Tables were used to present data gathered in quantitative terms. These are data arranged in rows columns to show at a glance the interpretation of information obtained from the respondents

3.5.2 Bar chart

The bar chart shows a graphical representation of obtained data. It displays the table values in form of vertical bars representing specific values and having equal spacing with each other. The bar chart helps the reader interpret all relevant data at a glance.

3.5.3 Percentage

Percentages were used to analyze the response to the questionnaire. This helps to conveniently have a defined value irrespective of the little or large size of the respondents. It also make it easier for the research finding to reach an objective conclusion and decision

3.5.4 The Person Chi-Square (χ^2) Test.

The chi-square statistical method was used to analyze and test the hypothesis of the research since the data are expressed in response frequencies and discrete form

3.5.5 Validity and Reliability

The instruments used for data collection was confirmed to be valid and reliable through the inspection and approval of the project supervisor. Every sample for the survey was subject to ranges of variability. Questions were designed and formulated in simple and clear language for easy understanding and assessment.

3.6 Limitation of the Study

The limitation of the research study design were those areas in which the researcher had little or no control through investigation these areas includes

- a. Few population sample of recruiters/employers within qualified criteria
- b. Time duration for completion of project
- c. Proximity to distant organization
- d. Poor access to human resource manager for interview
- e. Contentment of other vital information from correspondent.

CHAPTER FOUR

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter comprises the presentation, analysis and interpretation of data obtained in the course of findings. The results obtained were from questionnaires administered and oral interviews conducted. Hypothesis for this research is also tested in this chapter

4.1 Presentation of Tables and Figures:

Employers and professionals knowledgeable about recruitment and selection practices were interviewed and asked to fill up a questionnaires administered by the researcher. Successful respondent were those whose organization have above 15 employees and annual gross sales above N2. Million

A 100% return of distributed questionnaires to various respondents was achieved. Furthermore, tables. Percentages figure and charts (bar) were used to present the data obtained during the research. For simplicity, successful respondents were categorized into four areas of business as seen in Table 1.

Table 1. LIST OF SAMPLED SMALL-SCALE BUSINESS ORGANIZATIONS.

	SCHOOLS	BANKS	PRODUCTION COMPANIES	RESTAURANTS
1	MYPA. SCH.	S.T.B	MAIZUBE FARMS	ESTHER RESTAURANTS
2	MAWO SCH.	ZENITH BANK	IMURAT PLASTICS	LACE RESTAURANTS
3	DECS. COLLEGE	AFRI- BANK	DANA PHARMACEUTICALS	GLAMOUR RESTAURANTS
4	EL.AMIN INTL. SCH.	ASSURANCE BANK	MR. BIGGS FAST FOODS	RASHIDAT RESTAURANTS
5	BRIGHTER GRAMMER SCH	OCEANIC BANK	SUPREME PURE WATER	MEMPHIS RESTAURANTS

Table 2 SEX OF VARIOUS RESPONDENTS INVOLVED IN RESEARCH

Respondent Category	Schools		Banks		Productions		Restaurants		Total	
	No	%	No	%	No	%	No	%	No	%
Male	2	10	5	25	4	20	1	5	12	60
Female	3	15	0	0	1	5	4	20	8	40
Total	5	25	5	25	5	25	5	25	5	100

Source: Field Survey. (2004)

From the Table 1, it is observed what 40% are female. This is to say that of the 20 respondents 12 are male and 8 female. 5 respondents from each category of school,

bank, production companies and marketer were interviewed and asked to fill the research questionnaire.

Table 3. THE VARIOUS YEAR OF EXPERIENCE OF RESPONDENTS

Years of experience	schools		Banks		Productions companies		Restaurants		total	
	No	%	No	%	No	%	No	%	No	%
Below 5 years	-	-	-	-	-	-	-	-	-	-
3-5 years	1	5	-	-	2	10	1	5	4	20
5-10 years	1	5	1	5	1	5	-	-	3	15
Above	3	15	4	20	2	10	4	20	13	65
Total	5	25	5	25	5	25	5	25		100

Source: Field Survey. (2004)

Analysis in Table 2 shows that 65% of the respondents have experience above 10 years, 15% have experience between 5 and 10 years and 20% have 3-5 year experience it can therefore be concluded that all successful respondents have a qualified experience with recruitment and selection

Table 4 RESPONSES ON THE IMPORTANCE OF A DEPARTMENT OR COMMITTEE FOR RECRUITMENT AND SELECTION

Responses	Frequency	Percentage %
Strongly Agree	16	30
Agree	2	10
Disagree	2	10
Strongly Disagree	-	-
Total	20	100

Source: Field Survey. (2004)

Analysis for Question 3 on the questionnaires shows that 80% of the respondents strongly recommend a recruiting committee for business organizations. 10% agrees and 10% disagrees. No respondent strongly disagrees to the necessity of a department for recruitment exercises

Table 5. RESPONSE ON RELEVANCE OF REGULAR RECRUITMENT

Responses	Frequency	Percentage %
Strongly agree	1	5
Agree	6	30
Disagree	10	50
Strongly disagree	3	15
Total	20	100

Source: Field Survey. (2004)

From the above Table 50% of the respondent disagreed that recruitment of new staffs should be carried out regularly 30% agreed, 15% strongly disagreed and only 5% strongly agreed

Table 6 RESPONSE ON PREPARATION FOR RECRUITMENT PROGRAMS

Responses	Frequency	Percentage %
Strongly agree	3	15
Agree	12	60
Disagree	5	25
Strongly disagree	-	-
Total	20	100

Source: Field Survey. (2004)

From analysis of question 5, it is observed that 60% of responses agreed that special preference be given to recruitment programs in terms of time and finance, 25% disagreed and 15% were of a strong opinion. However no response strongly disagreed to the opinion

Table 7 OPINION OF RESPONDENTS REGARDING EMERGENCY RECRUITMENT

Response	Frequency	Percentage %
Strongly Agree	-	-
Agree	4	20
Disagree	13	65
Strongly disagree	3	15
Total	20	100

Source: Field Survey. (2004)

The tabular analysis for question 6 reveals that majority of responses received don't agree that recruitment in ad-hoc process produced better staffs.

65% of respondents disagree, 15% strongly disagree and only 20% agree

Table 8 RECONDENTS STRICTNESS TO DECISIONS REGARDING RECRUITMENT AND SELECTION PRACTICES

Responses	Frequency	Percentage %
Always	1	5
Mostly	3	15
Rarely	10	50
Never	6	30
Total	20	100

Source: Field Survey. (2004)

Analysis of question 7 shows most business organization precisely 60% rarely follow decisions made during recruitment exercises 20% never abided by their decisions. However 15% maintain their decisions most times and only 5% always and strictly maintain all decisions made regarding recruitment practice.

Table 9 TRAINING OF RECRUITMENT COMMITTEE BEFORE EXERCISE

Responses	Frequency	Percentage %
Always	1	5
Mostly	4	20
Rarely	8	40
Never	7	35
Total	20	100

Source: Field Survey. (2004)

From table 8, it is observed that 40% of organizations rarely train recruitment committee before undergoing selection of applicants. 35% never trained their committee 15% on the contrary train staffs involved in committee always and 10% most times do so.

Table 10 AWARENESS TOWARDS UNLAWFUL DISCRIMINATION AND BIAS

Responses	Frequency	Percentage %
Very well	4	20
Well	6	30
Not too well	1	5
Don't know	19	45
Total	20	100

Source: Field Survey. (2004)

Question 9 analysis reveals that 50% of respondents don't know about unlawful act in recruitment programs, 30% are well aware, 20% are very well aware no respondent claims to be not well informed.

(SECTION II)

The following tables below are data collected from respondents in attempt to answer section II part of the questionnaire. Which says that: Among the selection methods, tick according to degree of use during recruitment and selection practices

Table 11: THE DEGREE OF USE OF VARIOUS SELECTION METHODS DURING RECRUITMENT IN VARIOUS SAMPLED SCHOOLS

S/no	Application letter	Online application	Reference	Oral interview	Written interview	Qualification / experience	Related degree	Ability test	Personality test	Psychological test	Bio-data Age Age/sex	Work sample	Drug test	Covering letter	Physical application
1	3	0	1	3	3	2	2	1	1	1	0	0	0	1	1
2	3	0	1	2	3	3	3	2	1	2	0	1	0	2	2
3	3	0	1	2	3	2	1	1	1	1	1	0	0	1	0
4	3	0	1	2	3	2		1	1	1	1	1	0	1	0
5	3	0	1	3	3	1	2	0	0	0	0	1	0	1	0
Total	15	0	5	12	15	10	9	5	5	5	2	3	0	6	3

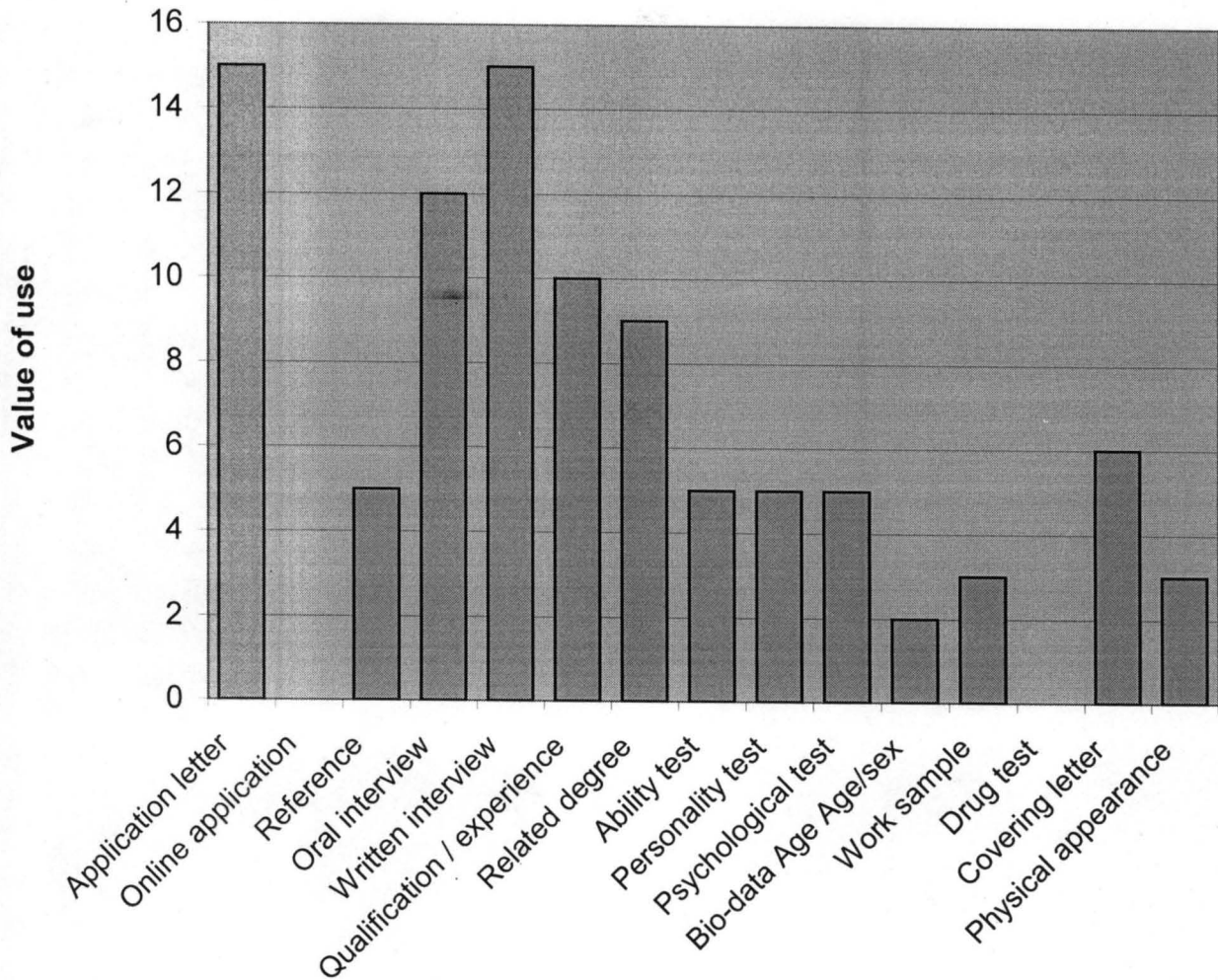


FIG. 3 GRAPHICAL REPRESENTATION OF SELECTION METHODS USED BY SCHOOLS DURING RECRUITMENT PRACTICES.

Table 12 THE DEGREE OF USE OF VARIOUS SELECTION METHODS DURING RECRUITMENT PRACTICES FOR 5 SAMPLED BANKS

S/no	Application letter	Online application	Reference	Oral interview	Written interview	Qualification / experience	Related degree	Ability test	Personality test	Psychological test	Bio-data Age Age/sex	Work sample	Drug test	Covering letter	Physical application
6	3	0	2	3	3	3	2	2	3	2	0	0	0	1	2
7	3	1	2	3	3	3	2	2	2	2	1	1	0	2	3
8	3	1	3	2	3	3	2	1	2	2	1	0	0	2	2
9	3	0	2	2	3	2	2	2	3	2	0	1	0	2	2
10	3	1	2	3	3	3	2	2	3	2	0	1	0	2	2
Total	15	3	11	13	15	14	10	9	13	10	2	3	0	9	10

3-ALWAYS

2-MOSTLY

1-RARELY

0-NEVER (Quantified value for responses)

Source: Field Survey 2004

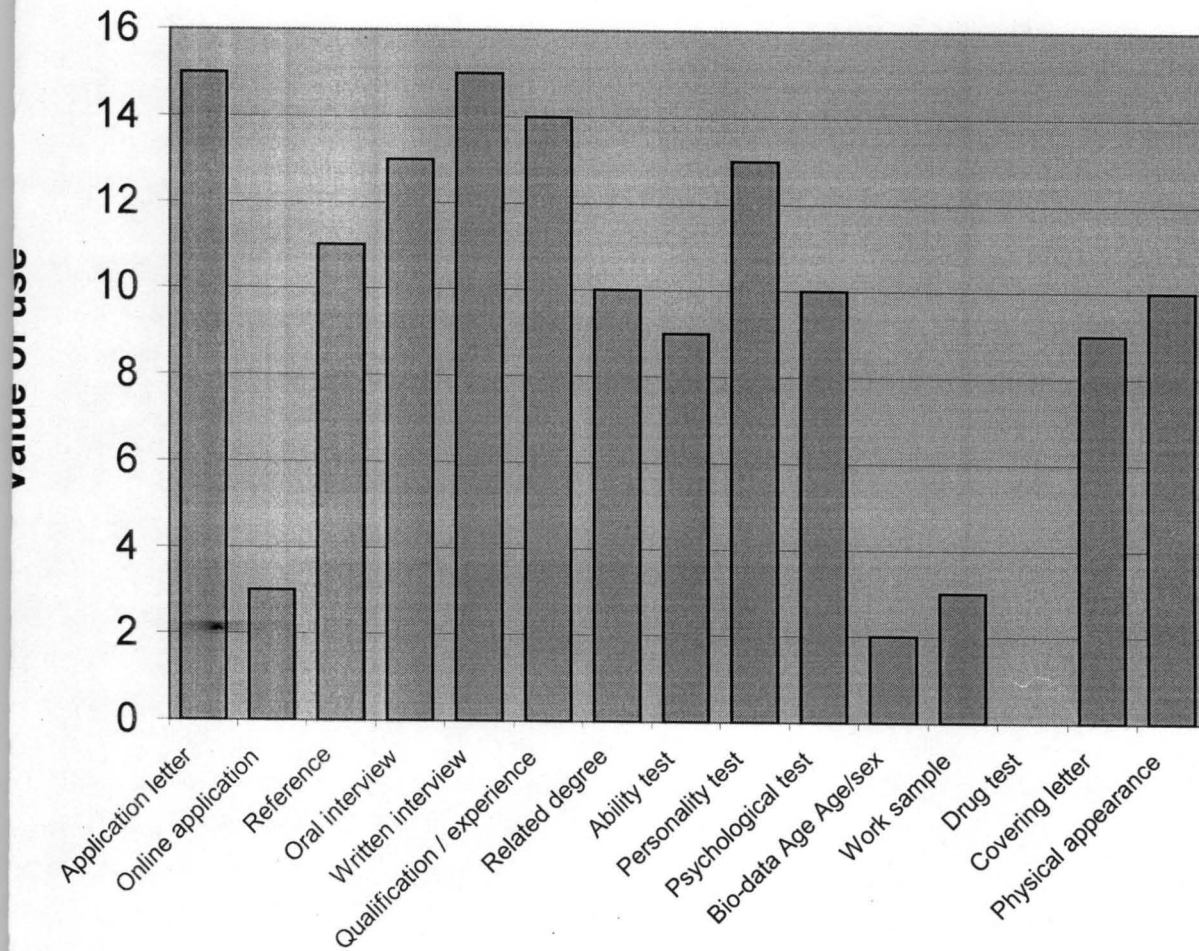


FIG. 4: GRAPHICAL PRESENTATION OF SELECTION METHODS USED BY BANKS DURING RECRUITMENT PRACTICES.

Table 13 THE DEGREE OF USE OF VARIOUS SELECTION METHODS DURING RECRUITMENT PRACTICES FOR 5 SAMPLED PRODUCTION COMPANIES.

		Online application	Reference	Oral interview	Written interview	Qualification experience	Related degree	Ability test	Personality test	Psychological test	Bio-data Age/sex	Work sample	Drug test	Covering letter	Physical application
11	3	0	1	2	2	2	3	2	1	1	1	2	0	2	2
12	2	0	1	3	1	3	2	2	2	0	1	2	0	3	3
13	3	0	1	3	1	2	3	1	1	1	1	3	0	2	3
14	3	0	1	3	1	2	2	2	1	1	0	3	0	2	2
15	3	0	2	2	2	1	3	2	2	0	1	2	0	3	2
Total	14	0	6	13	7	10	13	9	7	3	4	12	0	10	10

ALWAYS

2-MOSTLY

1-RARELY

0-NEVER (Quantified value for responses)

Source: Field Survey 2004

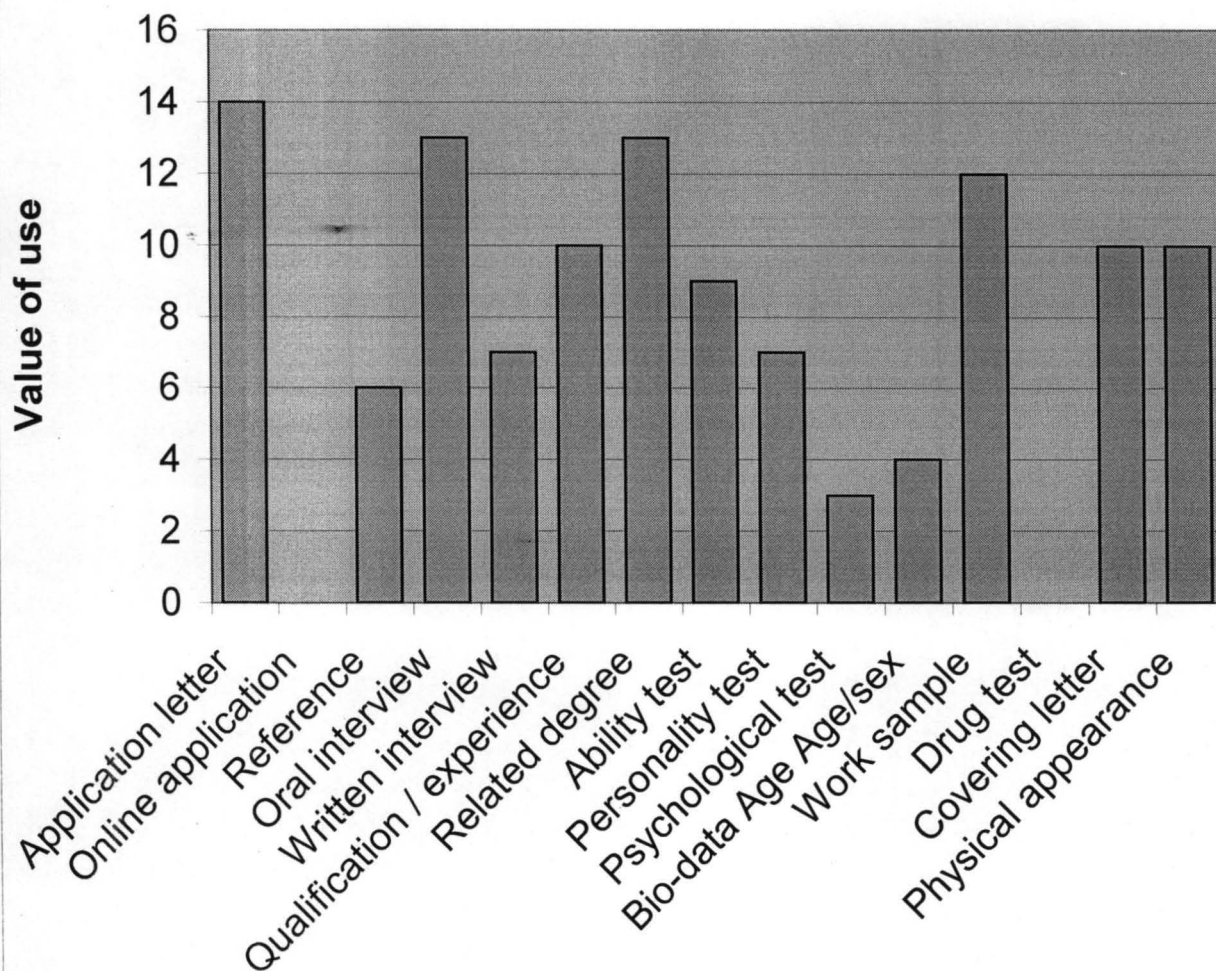


FIG.5: GRAPHICAL PRESENTATION OF SELECTION METHODS USED BY PRODUCTION COMPANIES DURING RECRUITMENT PRACTICES.

Table 14: DEGREE OF USE OF VARIOUS SELECTION METHODS DURING RECRUITMENT PRACTICES FOR 5 RESTAURANTS

S/no	Application letter	Online application	Reference	Oral interview	Written interview	Qualification / experience	Related degree	Ability test	Personality test	Psychological test	Bio-data / Age/sex	Work sample	Drug test	Covering letter	Physical application
16	2	0	1	2	1	2	1	2	0	0	2	0	0	0	3
17	3	0	1	2	0	1	2	1	0	1	3	0	0	1	3
18	2	0	1	2	0	2	0	2	3	0	2	0	0	2	3
19	3	0	2	2	1	1	0	2	0	0	3	0	0	1	3
20	3	0	1	2	1	1	1	2	0	0	2	0	0	0	2
Total	10	0	6	10	3	7	4	9	3	1	11	0	0	4	14

3-ALWAYS

2-MOSTLY

1-RARELY

0-NEVER (Quantified value for responses)

Source: Field Survey 2004

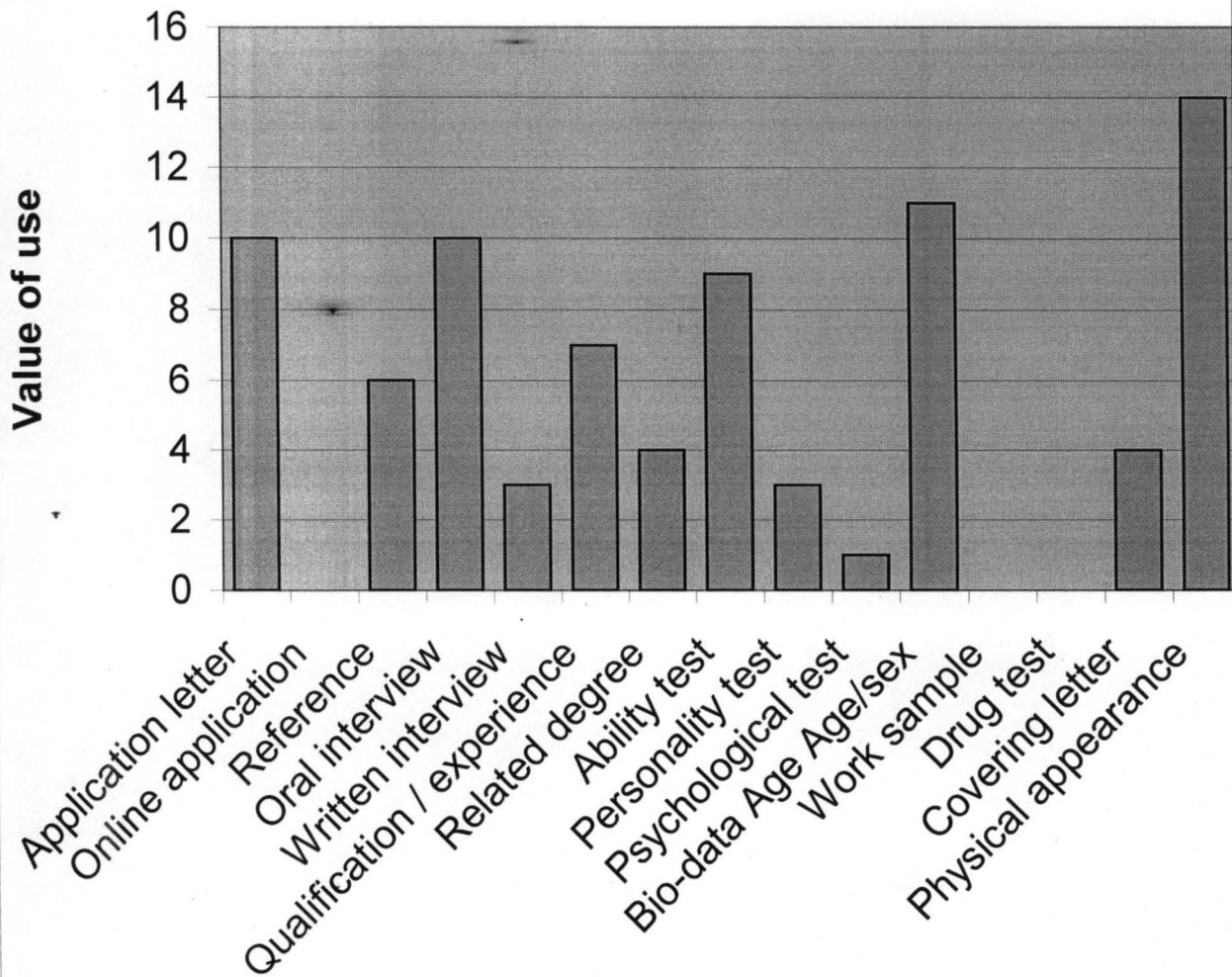


FIG.6: GRAPHICAL PRESENTATION OF SELECTION METHODS USED BY RESTAURANTS DURING RECRUITMENT PRACTICES.

Table 15: CONTINGENCY TABLE FOR HYPOTHESES TESTING

* Always -4 Mostly-3 Rarely -2 Never -1 (Quantified value for response)

Respondent No		Q3	Q4	Q5	Q6	Q7	Q8	Q9	
Banks	1	4	3	4	2	3	3	4	23
	2	4	3	3	2	3	3	4	22
	3	4	4	3	2	4	2	4	23
	4	4	3	3	2	3	2	4	21
	5	4	3	4	2	2	2	3	20
Schools	6	4	3	4	2	2	4	3	22
	7	4	1	3	2	2	2	3	17
	8	4	1	3	2	2	3	3	18
	9	4	3	3	1	2	2	3	18
	10	4	1	3	2	2	3	3	18
Companies	11	4	2	3	2	2	3	1	16
	12	4	2	3	1	1	1	1	13
	13	4	2	3	2	1	2	1	15
	14	4	2	3	2	2	1	1	15
	15	4	2	3	1	2	2	2	16
Restaurants	16	3	2	2	2	2	1	1	15
	17	4	2	2	1	1	1	1	12
	18	3	2	2	1	1	1	1	11
	19	2	2	2	1	1	1	1	10
	20	2	2	2	1	1	1	1	10
Total		74	45	58	33	49	39	45	335 58

4.2 Test of Hypothesis

: Hi organizations use a formal guide manual during recruitment Programs.

No	f^0	f^e	$(f^0 - f^e)$	$(f^0 - f^e)^2$	$(f^0 - f^e)/E$
1	74	47.857	26.143	683.456	2.040
2	45	47.857	- 2.857	8.162	0.024
3	58	47.857	10.143	102.880	0.307
4	33	47.857	- 14.857	220.730	0.659
5	49	47.857	1.143	1.306	0.004
6	39	47.857	- 8.857	78.446	0.234
7	45	47.839	-2.857	8.162	0.024
Total					3.292

Given chi-square $X^2_c = \sum (f^0 - f^e)^2 / f^e = 3.292$

The significant level is 5%

The degree of freedom is 3- (Row - 1) (col - 1)

= (7-1) (2-1) = 6

From chi - square table $X^2_0 = 7.815$ (critical value)

The probability of exceeding a chi square value of 7.815 is 0.05

Decision: since the calculated chi-square of 3.292 is lesser than the critical value: $X^2_c < X^2_o$, H_0 is rejected. This is to say that organizations within the business sector do not use a formal guides or manual during recruitment programs

4.3 Findings and Discussion

The findings of this research work based on best practical of recruitment and selection process area as follows

- i. Generally, selection in various organizations follows broadly similar patterns and variations.
- ii. Employees vary greatly in value so selection matters
- iii. Traditional method of selection also referred to as the trio method of selection (application form, letter of reference and interview) is still very much in use. so employers who rely on them solely are probably following conventional selection method
- iv. Deciding which application to proceed with and which to reject (sifting) is often done inefficiently unfairly.
- v. Some selection methods are more acceptable to specific organizations than others
- vi. Emergency recruitment will not produce better employees if carried out

- vii. Many organization lack formats or manual for effective recruitment process
- viii. Quite a lot of recruiters and employers are unaware of laws guiding effective recruitment processes
- ix. Online applications are not generally utilized
- x. Non- traditional methods of selection include psychological tests, ability or personality test and work samples and are rarely considered.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This is a study on the evaluation of recruitment and selection practices with special attention given to recruiters, employers and human resource managers in Niger state capital, Minna. It seeks to critically assess the requirements recruiters demand from their potential applicants to attain effectiveness in their organization.

Table 11, 12, 13 and 14 summarizes a recent survey of 20 employers which found out that application letter checks are the most frequently used method of selection followed by oral interview and written interview.

Different criteria customized for selection practices show that one organization selection method differs from another due to the type and nature of the business and activities involved on it. Observations show that schools consider greatly application letters, written interviews and to a reasonable extent, oral interviews (Fig.3). Much consideration is also given to application letters by banks, written interviews, personality test, qualifications and oral interviews are not left out (Fig. 4). In production companies, much is expected from ability test, oral interview along side work samples and application letter (Fig.5).

However, other small-scale i.e. enterprises do not really consider this selection methods great relevance in their hiring practices due to the fact that many of the employees are unskilled (Fig.6).

Generally, Bio-data assessment, Psychological test and work samples are rarely used. Selection practices do not in any way consider drug test on applicants. New graduates are likely to be accessed by educational achievements and ability test methods not generally used for experienced applicants.

The practice of online application is limited and almost void. It shows an uncommon practice in small business organizations and minimal in banks.

Interviews, although very widely used, were recognized as not been very accurate though it serves other purposes besides assessment and completes the classic trio method of selection by being joined with some other methods such as letter of reference and application form. It is observed that small employer rely on interview at which they try to access the applicants honestly, integrity and interest in the job rather than his or her ability. It can be said that small employers approach to selection is casual.

From the test of hypotheses, where chi-square value is 3.292 it revealed that small scale businesses in Minna do not have a formal guide or recruitment manual to assist their hiring practices.

Recommendations are also made based on findings with the hope that recruitment and selection practices will improve effectiveness in management of

business organizations so as to achieve goal with minimum waste of resources; most especially human resource.

From the study, it can also be deduced that employees very greatly in value so selection matters. Also many organizations practice recruitment and selection in an unconventional way i.e. being very casual without taking into consideration proceeding or formats for such practices

Conclusion

It is a known fact that efficiency in management involves the resources i.e. to make the best possible use of money, time, materials and people. It is also said that the most important asset of on organization is its staffs. Therefore the recruitment and selection practice of staff in any organization is as important as the growth and survival of that organization.

“Take organization but leave my staffs and after many years I shall have it back”

For any organization to meet up its desire responsibility there have to be good and adequate selection method required to choose the best applicant for a vacancy among others. This therefore calls for a need for a human resource department or personnel department; as it can be been to be the brain of any organization.

Recommendation

Based on the finding and conclusion of this study, the following recommendations are made:

- i. More attention and consideration should be given to recruitment and selection practices
- ii. Raters and interviews are more likely to make more valid decisions if they had a systematic training regarding the selection system job performance expectations and qualifications
- iii. Uniform and consistent use of job-relevant application questions, interview questions and other screening information for all candidates will tend to enhance the reliability and validity of selection decision
- iv. Organizations with a human resource department should endeavor to lay hand on a recruitment manual or guide to monitor their activities during recruitment of new staffs
- v. Recruiting agencies and other employers can greatly rely on on-line application. This will reduce the cumbersome nature of paper application and help sitting process made easier.
- vi. In organizations where skill and intelligence is required, Psychological test, ability test and work samples should be given more consideration for use.
- vii. Generally recruitment programs should be given special preference in terms of time, attention, material and finance.

- viii. It is also recommended that selection methods should conform to fair employment legislation avoiding direct discrimination in terms of sex.
- ix. The Internet can be useful for recruitment practices and may greatly change the application process.

This will thus improve conventional paper application methods.

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APPENDIX 1

SECTION I

RECRUITMENT AND SELECTION QUESTIONNAIRE

This questionnaire is developed to source for relevant information and opinion of recruiters/employers regarding hiring and selection practices.

Question asked are ones that will help the researcher draw certain conclusion about recruitment programs. It will be appreciated if all questions are honestly answered and unbiased.

All information is strictly confidential and will be used only for the purpose of this study.

Please tick a box that best expresses your view for each question.

1. Type of organization

- (a) School
- (b) Bank
- (c) Production
- (d) Others

2. Years of experience

- (a) Below 3 yrs
- (b) 3-5 yrs
- (c) 5-10 yrs
- (d) Above 10 yrs

3 A department or committee responsible for recruitment and selection is necessary

(a) Strongly agree

(b) Agree

(c) Disagree

(d) Strongly disagree

4. Recruitment of new staffs should be carried out regularly

(a) Strongly agree

(b) Agree

(c) Disagree

(d) Strongly disagree

(5) Recruitment programs should be given special preference in terms of time and finance

(a) Strongly agree

(b) Agree

(c) Disagree

(d) Strongly disagree

(6) Emergency recruitment can equally produce better staffs and employee like a formally prepared recruitment

(a) Strongly agree

(b) Agree

(c) Disagree

(d) Strongly disagree

(7) my organization was a formed guide or manual during recruitment programs

(a) Always

(b) Mostly

(c) Rarely

(d) Never

(8) Recruitment committee/interview. Panel undergo training before recruitment exercise commences

(a) Always

(b) Mostly

(c) Rarely

(d) Never

(9) How well is your organization free of patronage bias and unlawful discrimination?

(a) Very well

(b) Well

(c) Not well

(d) Don't know

SECTION II

Question 10

Among the selection methods tick according to degree of use during recruitment and selection practices

a. Application letter

Always Mostly Rarely Never

b. Online Application

Always Mostly Rarely Never

c. Reference letter

Always mostly Rarely Never

d. Oral interview

Always Mostly Rarely Never

e. Written interview

Always mostly Rarely Never

f. Qualification/Experience

Always Mostly Rarely Never

g. Related degree

Always mostly Rarely Never

h. Ability test

Always Mostly Rarely Never

i. Personality test

Always mostly Rarely Never

j. Psychological test

Always Mostly Rarely Never

k. Work sample

Always mostly Rarely Never

l. drug test

Always Mostly Rarely Never

m. Cover letter

Always mostly Rarely Never

n. Physical appearance

Always Mostly Rarely Never

- Always - 3

- Mostly - 2

- Rarely - 1

- Never - 0

APPENDIX II

TEN INTERVIEW QUESTIONS A GOOD EMPLOYER WILL ASK HIS APPLICANT AND THEIR EXPECTED RESPONSE

Here are ten questions and expected answers to help prepare your self for an interview. These questions were discovered to be consistently used by many reputable recruiters and could be of use to recruiting agencies as well as job applicants.

1. **Why do you want to work here?**
2. **What did you like or dislike about your last job?**
3. **What would you like to be doing five years from now?**
4. **What are your greatest accomplishments?**
5. **Can you work under pressure?**
6. **Why would I hire you?**
7. **How do you take directions?**
8. **Tell me about yourself?**
9. **What is the most difficult situation you have faced?**
10. **Do you prefer working with others or alone?**

1. **“Why do you want to work here?”**

To answer this question, you must have researched the company and built their dossier. Reply with the company's attributes as you see them. Cap your answers with reference to your belief that the company can provide you with a stable and happy work environment, the company has that great reputation, and the atmosphere would encourage your best work.

“I am not looking for another paycheck. I enjoy my work and I'm proud of my profession. Your company produces a superior product/ provides superior services. I share the value that makes this possible, which will enable me to fit in and complement the team.

2 "What did you like or dislike about your last job?"

The interviewer is looking for incompatibilities. If a trial lawyer says dislikes arguing a point with colleagues, such statements will only weaken, if not immediately his or her candidacy.

Most interviews start with a permeable by the interviewer about the company. Pay attention. That information will help you answer the question. In fact, any statement the interviewer makes about the job or corporation can be used to your advantage.

So in answer, you liked everything about your last job. You might even say your company taught you the importance of certain keys from the business, or professional profile. Criticizing a prior employer is a warning flag that you could be a problem employee. No one intentionally hires trouble, and that's what's behind the question. Keep your answer short and positive. You are allowed only one negative about the past employers, and only then if your interviewer a "hot button" about his or her department or company. If so you would have written it down on your notepad. For example, the only thing your past employer could not offer was the ability to move in different areas in the smaller environment you have here. You might continue with "I really liked everything about the job. The reason why I want to leave it is to find a position where I can make a greater contribution you see I work for a large company that encourages specialization of skills I could contribute better in this smaller environment in many ways."

Of course, if you interview with a large company, turn it around. "I work for a small company and don't get the time to specialize in one or two major areas" then reply the hot button.

3 "What would you like to be doing five years from now?"

The safest answer contains a desire to be regarded as a true professional and team player. As far as promotion, that depends on finding a manager with whom you can grow. Of course you will ask what opportunities exist in the company before being more specific

"I have always felt the first hand knowledge and experience open up opportunities that one has never considered, so while at this point in time, I plan to be part of (e.g.) operations. It is reasonable to expect that other exciting opportunities will crop up in the meantime".

4 "What are your greatest accomplishments?"

Keep your answers job related, from the earlier exercises, a number of achievements should spring to mind. Don't exaggerate your contributions. You may begin your reply like this "although I feel my achievements are still ahead of me, I am proud of my involvements with.... I made my contribution as part of that team and learnt a lot in the process. We did it with hard work, concentration and an eye for the bottom line"

5 "Can you work under pressure?"

You might be tempted to give a simple "yes" or "no" answer, but don't. it reveals nothing and you lose the opportunity to sell your skills and value profiles. Though such questions may not give you time to elaborate, whenever asked a closed ended question, mentally add "please give me a brief yet comprehensive answer". Do that and you will give the information requested and seize the opportunity to sell your self. For example, you could say "yes", I usually find it stimulating. However, I believe in planning and proper management of my time to reduce panic deadline within my area of responsibility

6 "Why should I hire you?"

Your answer will be short and to the point. It will highlight areas from your background that relates to current needs and problems. Recap the interviewer's description of the job meeting it point by point with your skills. Finish your answer with "I have the qualification that you need (itemize them), I'm a team player, I take direction and I have a desire to make a through success.

7 "How do you take direction?"

The interviewer wants to know if you are open-minded and can be a team player and follow directions.

This particular question can also be defined as "How do you take direction?" and "How do you accept criticism?". Your answer should cover both points "I take directions well and understand it can come in two varieties, depending on the circumstances. There is carefully explained direction, when my boss has time to lay things out for me in detail then there are those times when as a result of deadline and other pressures, the direction may be brief and

to the point. I take direction and get on with the job without taking offence, so my boss can get on with her job... It's the only way.

8 "Tell me about yourself"

This is not an invitation to ramble on. If the context isn't clear, you need to know more about the question before giving your answer. In such situation, you could ask "is there a particular aspect of my career that would be most relevant to you?". This will enable the interviewer to help you find the appropriate focus and avoid discussing irrelevances.

Whichever direction your answer takes, it must have relevance to the world of your professional endeavors. It must demonstrate honesty, integrity, being a team player or determination. Take sometime to think about yourself and those aspects of your personality, and/ or background that you'd like to promote or feature for your interviewer.

9 "What is the most difficult situation you have faced?"

This question looks for information in two fronts. How do you define difficult? And what is the handling of the situation?. You must have a story ready for this one in which the situation both was tough and allowed you to show yourself in good light. Avoid talking about problems that had to do with co workers. It should always be in the interest of the company at heart.

It is tremendous that you remain calm. To answer such questions, find something that angers conscientious workers "I enjoy my work and believe in giving value to my employer. Dealing with clock-watchers and the ones who regularly get sick on Mondays and Fridays really bothers me but it's not something that gets me angry or sort. An answer of this sort will help much more than the kind given by a California engineer, who went on for some minutes about how he hated the small-mindedness of people who don't like pet rabbits in the office

10 "Do you prefer working with others or alone?"

This question is usually used to determine if you are a good team player. Before answering, it is important to know if the job requires you to work alone. Then answer appropriately perhaps, "I'm quite happy working alone when necessary. I don't need much constant reassurance but I prefer to work in a group... so much more gets achieved when people pull together".

APPENDIX III

Stages of Recruitment and Selection

I BEFORE ADVERTISING

RESIGNATION RECEIVED/ NEW POST IDENTIFIED	1.1 <u>IDENTIFY KEY RECRUITER</u>	1.2 <u>JOB ANALYSIS</u>	1.3 <u>GET ORGANIZATION APPROVAL TO FILL POST</u>	1.4 <u>CONVENE SELECTION COMMITTEE</u>
AGREE TIMETABLE AND DATES FOR SELECTION PROCESS	1.5 <u>AGREE OR REVIEW FURTHER PARTICULARS</u>	1.6 <u>AGREE ASSESSMENT METHODS</u>	1.8 <u>AGREE INFORMATION TO BE SENT TO APPLICANTS</u>	

II ADVERTISING

2.1 AGREE ON PROPOSED ADVERTISEMENT AND CHOICE OF MEDIA	2.2.1 Copy of Job Description, Employee Specification, Supporting Material, Requisition Form to Personnel Department	Advertise
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III SELECTION

3.1 SHORTLIST	3.2 TAKE UP REFERENCES	3.3 PLAN INTERVIEW	INTERVIEW	3.4 MAKE PROVISIONAL OFFER	IF APPROPRIATE GET ORGANIZATION APPROVAL FOR APPOINTMENT
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IV FOLLOW UP

3.4 OFFER OF APPOINTMENT MADE BY PERSONNEL	4.2 FEEDBACK TO UNSUCCESSFUL APPLICANTS	4.3 COMPLETE MONITORING FORMS AND SEND TO PERSONNEL	STORE ALL PAPERS	4.4 PREPARE AND CARRY OUT INDUCTION
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