**THE EFFECT OF RECRUITMENT AND SELECTION POLICY AS A TOOL FOR ACHIEVING HIGHER EMPLOYEE PRODUCTIVITY IN MANUFACTURING ORGANIZATIONS: A STUDY OF DOZZY GROUP OF COMPANIES**

**BY**

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**U14/MSS/MAN/028**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY ENUGU, THINKERS CORNER**

**JULY, 2018**

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**THE PROJECT REPORT SUBMITTED TO THE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT ANDSOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY,UGWUOMU- NIKE, ENUGU.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE BACHELOR OF SCIENCE (B.Sc) DEGREE IN BUSINESS MANAGEMENT**

**SUPERVISOR: PROFESSOR F.C. EZE**

**JULY, 2018**

**CERTIFICATION**

I, Amadike Chinaza Marypamela, an undergraduate of Department of Business Management, Godfrey Okoye University, Enugu, with the registration number u14/mss/man/028 do hereby certify that the work embodied in this project is original and has not been submitted in part or full for any diploma or degree of this or any other University, except where due acknowledgement has been made in the text.

**APPROVAL PAGE**

This is to certify that the project work on “the effect of recruitment and selection policy as a tool for achieving higher employee productivity in manufacturing organization, a study of Dozzy Group of Companies” Amadike, Chinaza Marypamela with registration number: U14/MSS/MAN/028 is adequate both in scope and quality and has met requirement for the award of Bachelor of Science (B.sc) degree in Business Management.

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(Dean, FMSS)

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External Invigilator Date

**DEDICATION**

This research work is specially dedicated to God Almighty for his mercy and grace which has aided me throughout my stay in this school and completion of my project.

**ACKNOWLEDGEMENTS**

The completion of this study could not have been possible without the support of other people. I am truly indebted to them. I express my immense gratitude to the staff of Godfrey Okoye University. I also thank my supervisor Prof. F.C. Eze. His dedication timely advice, scholarly advice and keen interest to help his students had been solely and mainly responsible for completing my work and am also grateful and indebted to Associate Prof. Nike N. Igwe the Head of Department of business Management, who offered useful advice in the course of the study. I am equally grateful to all the lecturers in the department of Business Management especially Dr. IfeanyiOkoli.

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 My deepest gratitude goes to my beloved parents Mr. & Mrs. Kenneth Amadike, my siblings and my mentor , and my brother Rev. ObioraNwachukwu for their motivation, financial assistance, love and their prayer have helped me to a great extend to accomplish this task and in every aspect of my life. May God bless them.Amen.

Finally, to God Almighty, be all the glory and adoration for His infinite and enduring mercies who gave me the grace and ability to successfully carry out this work in spite of all odds.

**ABSTRACT**

*This study titled the effect of recruitment and selection policy as a tool for achieving higher employee productivity in manufacturing organizations; a study of Dozzy Group of Companies. The objectives of the study are; to identify if external sources of recruitment strengthens diversity of talent within the organization, to identify the recruitment practices used in selecting qualified talents in the organization of the study and to examine the extent of bias in recruitment and selection exercise and its effect on employee productivity. Survey research design and descriptive design was used with a sample size of 133 obtained using Yaro Yamane’s formula out of the population of 200 employees in the organization of the study. 133 copies of questionnaire were distributed to the respondents and 115 was returned, representing 83% which was used for the analysis using correlation. The result of the analysis was carefully studied and utilized in making the research findings which indicated that external source of recruitment strengthens diversity of talent within the organization. It creates new ideas, refreshes the system, create challenges and change to the employees thereby affecting productivity. This study recommends that human resource practitioners should utilize both external and internal recruitment and selection practices in securing human element and to always use professional association in recruitment.*

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

The success and achievement of the objective of an organization depends on the performance and caliber of human resources that make up such organization. This fact influenced the recruitment, and selection practices with special emphasis on Dozzy group of companies.

Since the industrial revolution economies started growing speedily in the developed countries and later on this process of growing industries and markets expanded to the whole world which turned into large completion among big companies operating in both public and private sectors. The world turned into global village which encouraged movement of Knowledge, Skills and Abilities across the cultures in the different countries in the world that caused the researchers focus towards the human resource management field to address different aspects related to the employees behavior particularly recruitment and selection. Most organizations focus more on human assets rather than physical assets. An organization can be readily purchase equipment, manufacturing facilities, and most technologies, but the human talent are much hard to come by. Candidates who are able add value to their clients’ businesses shows the ability of a good recruitment company in searching talents. Human Resource may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas such as recruitment and selection.

There are two phases to make new selection of employees needed by the organizations, the first one is to generate a large pool of applicants and then make the best selection out of them. Recruitment is equally important to study because effectiveness of the selection directly depends on the how large and qualitative is the pool of applications. Djabatey (2012) opined that this scenario lends credence to the increasing attention being paid to the people aspect of organizational assets because the development of people, their competencies and the process of the total organization are the pivot of human resource management. Similar to this development is the contention in National University of Ireland (2006) that the continued growth and development of an enterprise depends on its ability to recruit and select high quality personnel at all levels in respective of the cost of such action. The position to be filled must be defined in terms of job description and job specification. Thus, according to Ekwoaba, et al (2015), recruitments and selections have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization’s selection system can influence bottom-line business outcomes, such as productivity and financial performance. The need for recruitment and selection in any organization depends on the existing vacancies to be filled or new post to be created, human resource department makes some decisions before considering if the company should recruit, decisions like the number of vacancy to be created, the profit the company makes which determines if the company would be able to pay the workers to be recruited, the number of workers needed. According to Gary (2009), the recruitment and selection process starts with employment or personnel planning. It is the process of deciding what positions the firm will have to fill and how to fill them. It is therefore very glaring that managements must be trained, and advised in recruitment and selection matters especially interviewing. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Bratton and Gold (2012), differentiate the two terms while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organization. Using the right selection methods one can ensure that the candidate does not only has the right skills for the job, but also possesses the right personality to fit into the existing organizational culture. Once that “right” person has been employed, the company has to ensure that the right incentives are put in place. However, recruitment and selection is characterized by potential difficulties. Generally speaking, the conducts of recruitment, selection processes are cost involved and such could be advertising cost, testing cost, interviewing, and training cost, placement cost. In view of these, there is much need for any ideal organization to exhibit the concept of seriousness, commitment, merit selection and organizational diplomacy in the conduct of recruitment and selection exercises.

Recruitment according to Stoner et al (2009), is a systematic and organized procedure where potential employees are obtained for selection and placement in the organization through a variety of sources. Sources of candidates like educational establishment or Institutions e.g. universities, polytechnics, colleges of education and Recruitment agencies, such as Author Andrew, Omoloye and Associate and online recruiting, advertising, outsourcing providers. After recruitment, selection process is the next step. The main purpose of selection is to choose individuals who are fit or qualified for the job from those that are available or responded to the advertisement or limitation to apply for the job vacancies, selection procedure involves the screening of candidates according to the progressive series of steps designed to eliminate those who in some ways are unsuitable. It involves submitting information or data on the applicant, aptitude test, interview and reference checks on the applicant and conducting physical or medical examination. Once an individual has been deemed fit to be employed, the person is offered an appointment letter and given the conditions of his/her appointment and responsibilities. The individual’s acceptance of the appointment is a contract to seal and accept the obligation of his/her appointment and perform his/her duties that assigned to him/her for certain remuneration. Orientation is the next process after selection. The candidates chosen are oriented on how things are done in the organization, the culture, philosophy, policy, mission , objectives of the organization , working hours, place of work, performance standards, benefits and facilities, and names of the immediate and other officers. Recruitment can be said to be effective if the strategy or method used by the organization works out for them perfectly well. The effect of recruitment can be measured by how many applicants generated from each of the recruitment sources. If more applicants are generated than there are positions to fill, the firm can be more selective. The problem is that more is not always better; the employer needs qualified, talented and hirable applicant.

 **1.2 Statement of the Problem**

Recruitment and selection is a difficult task for organizations, it is difficult for them to search, recruit, and select talented people in today’s tight labor market because of the problem faced such as human errors, favoritisms and bias in their decision and which is also seen among the top management which has become a major problem to the management and also fewer qualified talents available. This shortage leads to absolutely essential for organizations to conduct effective recruitment, selection, and retain quality talents.

 Acquiring the right talent is becoming an increasingly complex and challenging activity. It is expensive, time consuming, and high cost of employee turnover in time, money, and lost productivity.

The cost of finding the right person to hire can be hefty. Business advisor, William G. Bliss names various potentially high costs in the process: advertisement, time cost of internal recruiter, time cost of recruiter's assistant in reviewing resumes and performing other recruitment-related tasks, time cost of the person conducting the interviews, drugs screens and background checks, and various pre-employment assessment tests. The company finds it difficult because of the cost involved and also they don’t follow the policy. They frequent personal connection more than professional means. Some of the employees that came into the organization are partial, disloyal, not committed and their obedience lies only to the people that brought them in and this affect the success of the organization.

The success of a business or an organization is directly affected by the performance of those who work for that business. There is a linkage between Human Resource practices, competitive strategy and performance. Underachievement can be a result of workplace failures because hiring the wrong people can be costly, it is important that conscious efforts are put into human resource planning.

Therefore, it is the problem of this study to look into the recruitment and selection policy and practices of Dozzy group of companies in order to find the extent to which is a divergence between the policy and practice to know whether they are doing what is in line with the policy and getting the right kind of person for the job.

**1.3 Objectives of the study**

1. To identify if external sources of recruitment strengthens diversity of talent within the organization.
2. To identify the recruitment practices used in selecting qualified talents in Dozzy Group of Companies.
3. To examine the extent of bias in recruitment and selection exercise and its effect on employee productivity.

**1.4 Research Questions**

1. Do external sources of recruitment strengthen diversity of talent within the organization?
2. What are the various recruitment and selection practices in selecting qualified talents in Dozzy Group of Companies?
3. Is there any significant relationship between bias in recruitment and selection exercise on employment?

**1.5 Statement of the Hypotheses**

This project is an attempt to find out how recruitment, selection and procedure is conducted in Dozzy group of companies. In this regard, the researcher formulated hypotheses. These hypotheses have null and alternative hypothesis.

**Hypothesis 1**

**Ho:** External sources of recruitment have no significant relationship on diversity of talents in the organization.

**Hi:** External sources of recruitment have significant relationship on diversity of talents in the organization.

**Hypothesis 2**

**Ho:** A recruitment and selection practice has no significant relationship on organizational productivity.

**Hi:** A recruitment and selection practices have significant relationship on organizational productivity.

**Hypothesis 3**

**Ho:** Bias in recruitment and selection exercise has no significant relationship on employment

**Hi:** Bias in recruitment and selection exercise has significant relationship on employment

**1.6 Significance of the study**

This study is highly significant as the main focus of this study is to investigate the effectiveness of recruitment and selection practices in Dozzy Group of Companies. Recruiting staff is a very costly exercise. It is an essential part of any business and it pays to do it properly. When organizations select the right people for the job, train and treat them well, they tend to produce good results and also tend to stay with the organization longer. In such circumstances, the organization’s initial and ongoing investment in them is well rewarded. An organization may have the best resources, but if it does not have the right people, it will struggle to achieve the results it requires. Significance of this study will help firms especially Dozzy group of companies to adopt measures in the context of human resource in relation to recruitment, selection, and the productivity. The firm will have the opportunity to identity the benefits of these practices and challenges facing their recruitment and selection practices in their organization and find lasting solutions to them.

The importance of this study stems from the fact that employment of workers involves first of all a deliberate process of manpower planning to determine the right kind of workers and right number of workers required for efficient and effective operation of the organization work.

**1.7 Scope and Limitations of the study**

Every research has its own challenges. Notwithstanding, this research had its own limitations. The geography of this research work is confirmed to Dozzy Group of Companies Onitsha. The study was focused on the investigation of recruitment, and selection practices in Dozzy Group of Companies Onitsha. This study covers two areas of the organization’s strategy for recruitment, and selection practices. These areas include the recruitment process, and the selection process. There are specific steps used to implement the organization’s recruitment process, and selection method in these areas. Job Analysis, Job Description, Job Specification, Selection Method, Interview Test, Recruitment Source, Internal source, External source, and Talents Qualification. Procedures will be assessed and several issues are found such as instruments of job analysis, recruitment process, internal and external recruitment and selection methods. These steps will be further discuss and analyze in this study.

In writing this research thus, one is bound to be confronted by certain constraints like time constraints, school schedules and financial handicap. At the company, getting the attention of the management, and other staff readiness to divulge information often turns difficult as most are completely engaged in their duties. Equally, the preparation and administering questionnaires all attracts cost which constituted to limit its spray. Due to the combination of studies and work the researcher also did had limited time, but these limitations did not affect the validity of the study.

**1.8 Definition of key terms**

To make a research work such as this comprehensive to even an average reader, it is every important to define some salient features involved in the theme. These salient terms are defined as follows:

1. **MANAGEMENT**: The term management is defined as a process of planning, organizing, directing, coordinating and controlling material and non-material, or technology and physical resources toward achieving organizational objectives.
2. **RECRUITMENT:** Is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively.
3. **SELECTION:** it is the process of determining which job candidate or applicants suit the needs of the organization best.
4. **POLICY:** A plan of action agreed or chosen.
5. **PRODUCTIVITY:** Unit of output per work machine hour or total output/total input. It is the measure of how well resources are brought together in organization and utilized for accomplishing a set of results
6. **EFFECT:** the state being operative, functional. It also means to go into operation, begin to function, to produce result.
7. **ORGANIZATIONAL:** Structure of relationship so as to get the work done.

**CHAPTER TWO
REVIEW OF RELATED LITERATURE**

**2.1 INTRODUCTION**

This chapter deals with the topic of recruitment and selection policy of organization. Some of the relevant areas would be reviewed and several literatures would be selected. It also reviews both theoretical and empirical literature pertaining to the study. Whereas the theoretical literature focuses on the theories and models underpinning the study, the empirical literature reviews previous scholarly work which relates to this study. The contributions of previous scholars as well as the gaps are stated.

**2.2 CONCEPTUAL FRAMEWORK**

**2.2.1 Concept of Recruitment and Selection**

An organization of its size must be conscious of the fact that for its continuous growth, it must adopt good recruitment and selection techniques by carrying out a good recruitment program, the organization will be able to boast of competent staff who will be achiever in their respective jobs.

Recruitment is the process of attracting qualified personnel, matching them with specific and suitable jobs and assigning them to those jobs. The aims being to develop and maintain adequate manpower resources upon which an organization can depend when it needs additional employees. Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Bratton &Gold, 2012). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organizations become concerned when the cost of a mistake in recruitment is high.

According to Armstrong (2009), the aim is to obtain at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of recruitment. Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved . The purpose is to encourage them to apply for the vacant position. The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest.

Rue and Byars (2010) stated that “human resource available to management in an organization is only one part of resource which must be coordinated. But it is through combine efforts of people that monetary and material resources are utilized for organizational objectives. Of all resources available to an organization, human resource occupies a unique position. Graham (2008) view that objective of any recruitment process is to attract as many qualified candidates as can to produce the one candidate that cannot only do the job but also excel at it. From these views, the objective of recruitment is to screen as many applicants as necessary to select one whose qualifications fits the job most, recruitment as the  complete process of filling a vacancy, one could easily be misled into thinking that recruitment encompasses selection and placement of employees. Success of any enterprise can depend on recruiting the right personnel. This should be so since most of our activities are still labour oriented. This labour orientation has placed the lost of labour turnover at a proportionate high rate among other cost. In this regard, employment stability should be one of the utmost objectives of the manpower policies of any organization. Any recruitment method can be successful only to the extent that the environment is right. The following questions come to one’s mind for an effective recruitment, do the working condition, salary levels, and promotion prospect attract  people?

Recruiting workers require many considerations among  which are manpower needs for knowledge of the type of  person who best fits the needs of the organization, knowledge  of the previous labour turnover rate and a prediction of the future labour turnover and understanding the promotional ladder in the  organization. After prospective applicants have been recruited, a systematic effort is made to identify the most suitable candidates to fill identified positions. Selection is a very important process which requires planning and objectivity. A selection exercise should not be left in the hands of amateurs.

**2.3 Types of recruitment**

The organization has quite a number of sources from which they recruit people. In any case the experience in Nigeria today is such that, the premises of organizations are flooded with the army of unemployed or job seekers upon the slightest limit of the job vacancies. However, there are basically two major sources of recruitment. They include:

* + 1. **Internal Source**

Recruitment from within the organization is one of the most common source because candidates for vacancies and new appointments are within the organization. This is made possible through promotion, job posting transfer etc. however, the recruitment of design engineers, accountants or doctors may not follow this pattern. Armstrong (2009), proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. Internal sources of recruitment have the advantages of building loyalty within the workforce as employees tend to appreciate that the organization is interested in them. It also serves as a motivational tool for reserving employees; it also helps employees in building their career. This source of recruitment is less expensive and saves money for the organization.

However, internal source of recruitment has its disadvantages like competent personnel may not be recruited as management may not have choice to make. It retards the concept of bringing in new ideas of the organizational promotion base only on seniority is not always desirable.

* + 1. **External Sources**

This source is exactly opposite the internal source whereby employees are obtained from outside the organization. This system encourages merit and fair play. It also brings new blood with new ideas into the organization. It is also not discriminatory as potential employees from all sexes are given chances to compete.

But in determining the appropriate source, the organization must consider the nature of the labour market, what sort of potential employees are available. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, etc (Beardwell, 2017). Details of these sources are discussed in this section.

1. **Advertisement:** is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes. It is, however, more difficult to evaluate external applicant than those that are already employed within the organizations. According to Armstrong (2009), the objectives of an advertisement should be to:

Attract attention – it must compete for the interest of potential candidates against other employers; Create and maintain interest – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required; Stimulate action – the message needs to be conveyed in a manner that will not only focus people’s eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2009).

1. **E-Recruitment:** E-recruitment or online recruitment uses web-based tools such as a firm’s public internet site to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001), has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material.
2. **Employee Referrals:** An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the human resource managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment.
3. **Employment Agencies**: Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

**2.4 Definition of Selection**

Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment. Stoner, et al. [2009], view selection as the process of gathering information for the purposes of evaluating and deciding who should be hired for the short and long term interests of the individual and the organization. Selection is choosing from numerous applicants a suitable candidate to fill a post. It is a decision-making activity and the psychological calculation of suitability of the candidate.

Selection differs from recruitment, although these are two phases of the employment process. While recruitment is considered to be a positive process as it motivates more candidates to apply for the job by creating a pool of applicants. Selection is a negative process as the inappropriate candidates are rejected in the process. Recruitment precedes selection in the staffing process.

Mathis and Jackson (2010), define selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed. Ballantynel (2009), point out that the objective of the selection process is to match the applicants‟ ability, knowledge, skills and experience with job requirements in a fair and legal manner. This means that selection panels, in their quest to select applicants with potential. Perhaps the most basic question in this area is why employers engage in selection efforts at all.

**2.5 Selection Process**

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

* + 1. **Screening**

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

* + 1. **Selection tests**

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

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible.

**2.5.3 Reference & background check**

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2010), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide the organization with other people’s perceptions of the candidate’s professional ability. The company should contact the candidate’s previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in other to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010). References are one of the more popular and traditional‟ tools in the selection process.

* + 1. **Interview**

Interviews are used by all organizations for selection purposes. With the use of interview managers of organizations get an opportunity to meet the applicants directly. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision. During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez et al., 2011).

**2.5.5 Physical Examination**

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre- placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2010).

**2.5.6 Job Offer**

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

Recruitment and selection in any organization is a serious business as the success of any organization depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010). Since recruitment and selection involve getting the best applicant for a job (Obikeze & Obi, 2004), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Okoh, 2001). Bohlander, Snell and Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information to enable them make them decisions. As Robbins (2005) observed, organization’s human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2001), not just that organizational selection practices determine who to hire, the use of the proper selection process will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

In all, Sinha and Thaly (2013) noted that there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company’s employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies.

**2.6 Recruitment and Selection Policy**

Recruitment and selection of staff should be a very high priority in organization. Recruitment and selection should include procedures directed to analyze the need and purpose of a position, the culture of the organization, and ultimately to select and hire the person that best fits the position. Recruitment and selection policy should, then, be directed toward the following objectives:

* Hire the right person.
* Conduct a wide and extensive search of the potential position candidates.
* Recruit staff members who are compatible with the organization environment and culture.
* Hire individuals by using a model that focuses on the objectives of the organization.
* Access the work and know which gender would do the work well.
* Place individuals in positions with responsibilities that will enhance their personal development.

**2.7 Recruitment and Selection Policy Statement**

Every position will be filled based upon a thorough position analysis regardless of the level of the position or the extent of the search. The diversity goals of the organization, and the unit will be addressed in all recruitment and selection processes. Units may use different processes for recruitment depending upon the circumstances surrounding the need to fill the position, but must take steps to ensure that the values of the profession are applied in all procedures that are used. Recruitment and selection committee members should be properly trained to assume the important responsibilities of recruitment and selection. Supervisors should adhere to any organization-wide recruitment and selection programs. Recruitment and selection should be planned, implemented, and evaluated to ensure that each potential employee is provided equal opportunities to compete for the position. Boxall, Purcell and Wright (2011) highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which organizations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

**2.8 Challenges of Recruitment and Selection**

Recruitment and selection of employees is the most important job of a Human Resource. The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009). Some of the problem affecting recruitment and selection is; the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. This is particularly so with recruitment and selection policies and practices. The key goal of human resource planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Appointment decisions are the most important ones a manager has to make; they affect the manager’s ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of human resource managers have a major influence on recruitment and selection and experienced human resource experts within the human resource department will not only shorten vacancy duration, but also improve the quality of the applicants. Conducting a thorough job analysis and identifying the right candidates bring about a good blend between applicants and the job. Argument has been given that under qualified employees may not be able to perform their job effectively due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization as Armstrong (2009), identified, there are stages by which a thorough job analysis must aim to achieve -defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, and reviewing and evaluating alternative sources of applicants inside and outside the organization.

 Job analysis process generates information which is converted into tangible outputs of a job description and a person specification that is what has to be done and who does it before recruiting for a new or existing position. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam and Corbridge, 2006).

Organizations in the selection process use methods such as application forms, interviews, formal tests, references, and assessment centres. An organization needs to choose a method that is most appropriate to the job positions. Human resource experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. In business strategy implementation, the involvement of line managers in the entire staffing process (that is, drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. Organization that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates. Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. In recruitment and selection practice, the construction of formalized selection frameworks and norms of acceptable discrimination maybe seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is utterly unscientific and unreliable and that managers are liable to be turned this way and that by the most inconsequential of considerations‟. In place of this unsatisfactory state of affairs, these scholars propose that the physical self-provide the key to unlocking the inner secrets‟ of the individual seeking employment, and therefore should inform the selection process. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision- making.

**2.9 Concept of productivity**

Productivity is simply the amount of output derived from per unit of input. It is a way to compare the cost of something to its benefit. Productivity refers to an amount of physical output to its related labour input.

Organization productivity usually relates to efficiency and effectiveness. Efficiency and effectiveness are two words associated with organizational productivity. Efficiency is the degree to which a system or component of a system perform its designated functions with minimum consumption of resources. Efficiency is doing things right. It is generally measured by a ratio of outputs produced to resources used. While, effectiveness is the degree to which a goal is achieved and suggests a quality of output measurement against a defined standard. It means doing the right thing.

Productivity in a manufacturing industry usually relates to “how many valuable resources are used relative to what are produced (efficiency) and the ability of the manufacturing process to produce the desired result (effectiveness). In order to achieve maximum productivity, organizations must possess qualified personnel, who are committed and dedicated to service delivery. The road map to qualified personnel in any organization is determined by effectiveness of the selection process. Ineffective selection process predisposes organizations to the following consequences according to Armstrong [2009]

* 1. Inability to cope with new challenges or changes.
	2. Non-competitiveness.
	3. High rate of employee turnover as a result of incessant layoff of workers.
	4. Lack of service excellence.
	5. Poor quality production.
	6. Waste of organization’s resources such as money, time and other valuable resources.
	7. Poor productivity such as low return on investment, unsatisfied customers.
	8. Under performance of employees.
	9. Business failure

**2.10 THEORETICAL FRAMEWORK**

**2.10.1 The Human Capital Theory**

People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.(Armstrong & Baron 2002; cf. Armstrong, 2009).

This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Armstrong, 2009). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). Davenport (1999) comments that: People possess innate abilities, behaviors’ and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner.It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of retaining, developing and maintaining the human capital they represent, (Armstrong, 2009). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns*.* Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (1991).

**2.10.2 The Resource Based View of Firms**

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm’s strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with “barriers to imitation” is at the heart of resource base thinking.

In relative terms Boxall (2011) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes that a difference should be established between ‘human capital advantage’ and ‘human process advantage’. The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. In which case, the use of the human resource management systems are necessary for firms to gain a competitive advantage as also argued by Sparrow et al., (2002) that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The Company's HR practices would therefore need to emphasize “selecting highly skilled individuals”. Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2011), the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano et al., (2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes required to successfully performing the job most effectively.

**2.11 REVIEW OF EMPIRICAL LITERATURE**

Ukpafe [2014], conducted a study on the effect of recruitment and selection process on the productivity of manufacturing firms in Enugu State, Nigeria. The study adopted survey design. The findings of the study were that: underperformance of employees and inability to cope with new challenges or changes had a negative influence on organizational productivity. The study equally, found that there is a positive relationship between recruitment and selection process and productivity.

Mavis [2014], conducted a study on “employee recruitment and selection practices in the construction industry in Ashanti Region”. The study used a cross sectional survey design for data collection and analysis. This study revealed that the recruitment and selection practice of firms has a relationship with their performances.

Mufu [2015], carried out a research on recruitment and selection in the National Oil Refinery Company, in Cameroon. The research design adopted was descriptive survey. The result showed that company recruitment was based on a befitting personality and competencies of the candidates.

Ekwoaba, Ikeije and Ufoma (2015), in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization’s performance that the more objective the recruitment and selection criteria, the better the organization’s performance.

Stephen et al (2013), studied impact of hiring through referral using novel and detailed productivity and survey data from nine large firms in three industries revealed that employee referrals allow firms to select workers that better suit for particular jobs in the organization that firms benefit from referrals predominantly by selecting workers with a better fit for the job, as opposed to referrals selecting workers with higher overall quality. The study shows that employee referrals enhances monitoring and coaching and makes work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behavior.

Djabatey [2012], conducted a study on recruitment and selection practices of organizations, a case of HFC Bank (GH) Ltd. The study adopted a descriptive design and findings revealed that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective.

Shuku (2015), conducted a study on the effect of recruitment and selection practices on retention of teachers in international primary schools in Nairobi County. The study adopted a descriptive research design and used primary data. His findings shows that recruitment channels meaningfully influence retention in international primary schools in Nairobi County, key among them of which include; personal connections, institution websites, Press media (e.g. newspapers or magazines) and public agencies. The outcomes further reveal that Selection Practices significantly influence retention of teachers in international primary schools in Nairobi County, majorly through such channels as interviews, IQ tests, personality tests and work sample tests and job knowledge tests.

**Conclusion**

This chapter was to explain the theory of recruitment and selection which shows that there is an abundance of research on recruitment and selection processes, mainly on how they are undertaken in organizations. The study revealed recruitment and selection definitions by different authors. Internal and external sources of recruitment were identified. Selection process used to fish out qualified employees who possess the required abilities, skills and behavior was detailed explained. The study also revealed challenges during recruitment and selection by organisations. Bohlander, Snell & Sherman (2001), reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005), observed, organization’s human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2001), not just that organizational selection practices determine who is hired, the use of the proper selection process will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

One of a positive aspect of this research is that it addresses recruitment and selection simultaneously that will help to have better picture as was done by many researchers in the past. In most of the literature the recruitment and selection are being treated separately while as recruitment and selection are interrelated & interdependent that has influence to each other .If the recruitment process will not be effective to bring enough pool or applications the right selection becomes very difficult for any specific job (Cascio, 2016). Recruitment and selection processes should be guided by organization’s strategies, missions and objectives to avoid appointing candidates with skills irrelevant for the attainment of objectives. The success of human resources departments is measured on their recruitment and performance of competent employees.

**The Research Gap**

Gaps in the existing studies shows that some organizations employ people through personal connection. Personal connections here do not include employee referral or relatives or friends telling potential people about a job. It means they prefer to get people through the window not considering the job available if the person has the right skills for the job or if they are the right people. Their concern is to give their own people a job and this normally comes from the top management. It could be called inbreeding or favoritism. This can have a great effect on the firm’s productivity.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter deals with the method that will be used to gather data for the purpose of this research; the chapter will describe the design, sources of data and population of the study. Other issues it will examine are sampling techniques, reliability and validity of the instrument and the statistical tools of data analysis.

**3.2 Research Design**

The research design adapted for this study followed a pattern of survey research and descriptive research. The survey research method was used in this study. This is considered appropriate because survey design generally can be used to effectively investigate problem in realistic settings, the survey research provides the researcher with the accurate description of the respondents’ opinion. Therefore to collect the relevant and valuable data, we choose the human resource manager in Dozzy Group of Companies, and the direct line managers to control the departmental member’s activities on daily basis. The data was collected personally through a well designed questionnaire, analyses were made through the statistical package for social sciences (SPSS} version 21, a well known software for the statistically data analysis, so that effective conclusion can be drawn.

Convenience sampling techniques were used to collect data from the sample and in total 115 staff showed willingness to fill the questionnaire and most of them were senior level officers. The researchers personally administered this questionnaire and remained present during the completion of the questionnaire to clarify any confusion to them as they were highly busy in their administrative work.

**3.3 Research Population**

Research population comprises of the management and staff of Dozzy Group of Companies, there are seven departments in the company which are administration department, accounting department, production department, quality assurance department, maintenance department and logistics department which gives a total population of 200 staff.

**3.4 Sample Size and Sampling Techniques**

Sampling enables us to be cost effective and cost efficient in our research which is spending less in terms of time, money, energy and other resources. Simple randomly sampling techniques may be used in different Strata to select actual respondent. And this is to enable every member of staff Dozzy Group Company to have equal chance of being selected.

 A scientific means or statistical tools were used to determine the sample size of the study. Yamani’s (1964) used this formula for finite population as

Formula= N

 1+N (e) 2

Where

N= population

e= error of signs (0.05)

1= constant

= 200

 1+200 (0.005)2

= 200

 1+200 (0.0025)

=  200

 1.5 = 133.3

The sample size is 133

**3.5 Methods of gathering data**

The instrument used in conducting this research is the questionnaire and personal interview method. Copies of questionnaire were shared among respondents to collect reliable information useful for the study.

Out of one hundred and thirty three (133) questionnaires distributed a total of one hundred and fifteen (115) were correctly filled and returned and eighteen (18) were not returned. However, giving the figures obtained in percentage model, it will appear as follows:

Total of questionnaire distributed = 133

Total of questionnaire returned = 115

$$\frac{total questionnaire returned }{total questionnaire distributed} ×100$$

$$\frac{115}{133} ×100$$

 =86.466%

Percentage of returned questionnaire out of the total questionnaires distributed is 86%.

Therefore the percentage of the returned questionnaire was 86%.

**3.6 Reliability and Validity of data and test instruments**

To ensure reliability, the researcher personally visited the company and interviewed the human resource managers and 5 staff before sharing the questionnaire to the employees after which the researcher collected the results for proper assessments.

The instrument used is reliable because it was dually accessed and vetted by a research professional.

**3.7 Method of data analysis**

The researcher used percentage ratio method to analyze and tabulate the data. Having collected the data for investigation, a statistical tabulation was used to present the data, using simple percentage method. It is easy to understand more appropriate in analyzing this data.

The researcher work makes use of simple percentage in the presentation and analysis of data, also the researcher employed correlation to test the hypotheses, this is because the study aims to measure the effect of recruitment and selection policy and practices used as a tool for achieving higher employee productivity in manufacturing organization.



**Decision Rule**

This shows the strength of relationship between two variables. When the result is below 0.005 we reject null hypothesis but if above 0.005 we accept alternate hypothesis.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS OF RESULTS**

**4.0 Introduction**

This chapter deals with the presentation, analysis and interpretation of data collected from the respondents in the course of carrying out the research. The responses were converted into scores and percentage distribution.

**4.1 Presentation of data**

This section deals with the analysis of the responses from the staff of Dozzy Group of Companies, Onitsha branch that made up our sample size. The researcher administered 133 copies of the questionnaire of which 115 copies were returned, therefore the copies were found useful.

**4.2 Analysis of Data**

Descriptive statistics was used to summarize the information and the research question in this study while the hypothesis was tested using correlation analysis.

**Table 4.2.1**

|  |
| --- |
| **What are the major sources of recruitment used in your organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Internal | 30 | 26.1 | 26.1 | 26.1 |
| External | 40 | 34.8 | 34.8 | 60.9 |
| Both | 45 | 39.1 | 39.1 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

In the table 4.2.1 above, the respondents that said internal are 30 (26.1%), 40(34.8%) says external, while 45 (39.1%) says both from the result the majority of the respondent says both. Hence we conclude that major source of recruitment used in the organization is both external and internal source.

**Table 4.2.2**

|  |
| --- |
| **Are the employees of Dozzy Group of Companies conversant with the goals of the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | very conversant | 30 | 26.1 | 26.1 | 26.1 |
| reasonable conversant | 60 | 52.2 | 52.2 | 78.3 |
| not conversant | 25 | 21.7 | 21.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

From the table above, the results obtained shows that the number of people who are very conversant are 30 (26.1%), people who are reasonable conversant are 60(52.2%) while people who are not conversant are 25 (21.7%) from the result it shows that majority are reasonable conversant. Hence we conclude that the employees of Dozzy Group of Companies are reasonable conversant with the goals of the organization.

**Table 4.2.3**

|  |
| --- |
| **How would you rate the HR department’s performance in recruitment and selection?** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Poor | 25 | 21.7 | 21.7 | 21.7 |
| Adequate | 65 | 56.5 | 56.5 | 78.3 |
| Excellent | 25 | 21.7 | 21.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

From the table above the respondent that rate poor are 25 (21.7%), Adequate 65(56.5%) while Excellent 25(21.7%) from the result it shows that majority of respondents rated adequate. Therefore we rate them adequate.

**Table 4.2.4**

|  |
| --- |
| **Your mode of selection is based on** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Interview | 52 | 45.2 | 45.2 | 45.2 |
| work sample test and knowledge test | 13 | 11.3 | 11.3 | 56.5 |
| IQ test | 17 | 14.8 | 14.8 | 71.3 |
| aptitude test | 19 | 16.5 | 16.5 | 87.8 |
| team role play | 14 | 12.2 | 12.2 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

From the table above, the results obtained shows that the number of respondents interview 52(45.2%), work simple test and knowledge test 13(11.3), IQ test 17(14.8%), aptitude test 19(16.5%) while team role test 14(12.2%) from the result it shows that majority of the respondent chose interview hence we conclude that mode of selection is based on interview.

**Table 4.2.5**

|  |
| --- |
| **What is your opinion on the selection procedure of the corporation** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | very fair | 29 | 25.2 | 25.2 | 25.2 |
| Fair | 48 | 41.7 | 41.7 | 67.0 |
| Unfair | 23 | 20.0 | 20.0 | 87.0 |
| no opinion | 15 | 13.0 | 13.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

Table 4.2.5 which is descriptive table of values showing the respondents opinion on the selection procedure of the corporation, it can be ascertain that 29 (25.2%) affirmed very fair, 48 (41.7%) affirmed fair, 23(20.0%) affirmed unfair while 15(13.0%) affirmed no opinion. From the result majority of the respondent affirmed fair. Hence we conclude that the selection procedure of the corporation is fair.

**Which of these employee recruitment and selection processes identified in the study does your firm often use?**

**Table 4.2.6**

|  |
| --- |
| **External recruitment** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 16 | 13.9 | 13.9 | 13.9 |
| average used | 19 | 16.5 | 16.5 | 30.4 |
| Neither | 25 | 21.7 | 21.7 | 52.2 |
| Frequently Used | 42 | 36.5 | 36.5 | 88.7 |
| Most Frequently Used | 13 | 11.3 | 11.3 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

The above table of values shows the respondents opinion on External recruitment, it can be ascertain that 16 (13.9%) affirmed not frequently used, 19 (16.5%) affirmed average used, 25 (21.7%) affirmed neither, 42(36.5%) affirmed frequently used while 13(11.3%) affirmed most frequently used. From the result majority of the respondent affirmed frequently used. Hence we conclude that External recruitment is frequently used.

**Table 4.2.7**

|  |
| --- |
| **Internet recruitment** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 50 | 43.5 | 43.5 | 43.5 |
| average used | 23 | 20.0 | 20.0 | 63.5 |
| Neither | 20 | 17.4 | 17.4 | 80.9 |
| Frequently Used | 8 | 7.0 | 7.0 | 87.8 |
| Most Frequently Used | 14 | 12.2 | 12.2 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Internal recruitment, it can be ascertain that 50 (43.5%) affirmed not frequently used, 23 (20.0%) affirmed average used, 20 (17.4%) affirmed neither, 8(7.0 %) affirmed frequently used while 14(12.2%)affirmed most frequently used. From the result majority of the respondent affirmed not frequently used. Hence we conclude that internet recruitment is not frequently used.

**Table 4.2.8**

|  |
| --- |
| **Professional association(s).** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 25 | 21.7 | 21.7 | 21.7 |
| average used | 35 | 30.4 | 30.4 | 52.2 |
| Neither | 20 | 17.4 | 17.4 | 69.6 |
| Frequently Used | 20 | 17.4 | 17.4 | 87.0 |
| Most Frequently Used | 15 | 13.0 | 13.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Professional Association, it can be ascertain that 25 (21.7%) affirmed not frequently used, 35(30.4%) affirmed average used, 20 (17.4%) affirmed neither, 15(13.0%) affirmed frequently used while23 (17.3%)affirmed most frequently used. From the result majority of the respondent affirmed average used. Hence we conclude that professional association is average used.

**Table 4.2.9**

|  |
| --- |
| **Media advert** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 53 | 46.1 | 46.1 | 46.1 |
| average used | 21 | 18.3 | 18.3 | 64.3 |
| Neither | 18 | 15.7 | 15.7 | 80.0 |
| Frequently Used | 13 | 11.3 | 11.3 | 91.3 |
| Most Frequently Used | 10 | 8.7 | 8.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Media advert, it can be ascertain that 53 (46.1%) affirmed not frequently used, 21 (18.3%) affirmed average used, 18 (15.7%) affirmed neither, 13(11.3%) affirmed frequently used while 10(8.7%) affirmed most frequently used. From the result majority of the respondent affirmed not frequently used. Hence we conclude that media advert is not frequently used.

**Table 4.2.10**

|  |
| --- |
| **Employment agents** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 20 | 17.4 | 17.4 | 17.4 |
| average used | 54 | 47.0 | 47.0 | 64.3 |
| Neither | 18 | 15.7 | 15.7 | 80.0 |
| Frequently Used | 13 | 11.3 | 11.3 | 91.3 |
| Most Frequently Used | 10 | 8.7 | 8.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Employment agents, it can be ascertain that 20 (17.4%) affirmed not frequently used, 54 (47.0%) affirmed average used, 18(15.7%)

affirmed neither, 13 (11.3%) affirmed frequently used while 10 (8.7%) affirmed most frequently used. From the result majority of the respondent affirmed average used. Hence we conclude that Employment agents are average used.

**Table 4.2.11**

|  |
| --- |
| **Recruitment from school.** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 17 | 14.8 | 14.8 | 14.8 |
| average used | 33 | 28.7 | 28.7 | 43.5 |
| Neither | 12 | 10.4 | 10.4 | 53.9 |
| Frequently Used | 43 | 37.4 | 37.4 | 91.3 |
| Most Frequently Used | 10 | 8.7 | 8.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Recruitment from school, it can be ascertain that 17 (14.8%) affirmed not frequently used, 33 (28.7%) affirmed average used, 12(10.4%) affirmed neither,43(37.4%) affirmed frequently used while 10 (8.7%)affirmed most frequently used. From the result majority of the respondent affirmed frequently used. Hence we conclude that recruitment from school is frequently used.

**Table 4.2.12**

|  |
| --- |
| **Personal connections (e.g. Referrals from friends, relatives and current employees, etc.)** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 16 | 13.9 | 13.9 | 13.9 |
| average used | 32 | 27.8 | 27.8 | 41.7 |
| Neither | 12 | 10.4 | 10.4 | 52.2 |
| Frequently Used | 42 | 36.5 | 36.5 | 88.7 |
| Most Frequently Used | 13 | 11.3 | 11.3 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on External recruitment, it can be ascertain that 16 (13.9%) affirmed not frequently used, 32 (27.8%) affirmed average used, 12(10.4%) affirmed neither, 42(36.5%) affirmed frequently used while 13(11.3%) affirmed most frequently used. From the result majority of the respondent affirmed frequently used. Hence we conclude that Personal connections are frequently used.

**Table 4.2.13**

|  |
| --- |
| **Promotion** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 20 | 17.4 | 17.4 | 17.4 |
| average used | 60 | 52.2 | 52.2 | 69.6 |
| Neither | 12 | 10.4 | 10.4 | 80.0 |
| Frequently Used | 13 | 11.3 | 11.3 | 91.3 |
| Most Frequently Used | 10s | 8.7 | 8.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Internal Recruitment, it can be ascertain that 20 (17.4%) affirmed not frequently used, 60 (52.2%) affirmed average used, 12(10.4%) affirmed neither, 13(11.3%) affirmed frequently used while 10(8.7%)affirmed most frequently used. From the result majority of the respondent affirmed average used. Hence we conclude that Internal recruitment is average used.

**Table 4.2.14**

**The under listed are some identified challenges firms encounter in the recruitment and selection practices.**

|  |
| --- |
| **Notice board** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | not frequently used | 12 | 10.4 | 10.4 | 10.4 |
| average used | 16 | 13.9 | 13.9 | 24.3 |
| Neither | 18 | 15.7 | 15.7 | 40.0 |
| Frequently Used | 46 | 40.0 | 40.0 | 80.0 |
| Most Frequently Used | 23 | 20.0 | 20.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The above table of values shows the respondents opinion on Notice board, it can be ascertain that 12 (10.4%) affirmed not frequently used, 16 (13.9%) affirmed average used, 18(15.7%) affirmed neither,46(40.0%) affirmed frequently used while 23(20.0%)affirmed most frequently used. From the result majority of the respondent affirmed frequently used. Hence we conclude that Notice board is frequently used.

**Table 4.2.15**

|  |
| --- |
| **Do you agree that a well recruited employee increases organizational productivity?** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 14 | 12.2 | 12.2 | 12.2 |
| Disagree | 16 | 13.9 | 13.9 | 26.1 |
| Neither | 18 | 15.7 | 15.7 | 41.7 |
| Agree | 21 | 18.3 | 18.3 | 60.0 |
| strongly agree | 46 | 40.0 | 40.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 24(12.2%) respondent strongly disagree while 16(13.9%) respondents disagree, 18(15.7%) respondents Neither, 21(18.3%) respondent agree while 46(40.0%) respondents strongly agree. From the result majority of respondent strongly agree. Hence we conclude that a well recruited employee increases organizational productivity.

**Table 4.2.16**

|  |
| --- |
| **Is recruitment and selection done systematically in your organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 20 | 17.4 | 17.4 | 17.4 |
| Disagree | 26 | 22.6 | 22.6 | 40.0 |
| Neither | 8 | 7.0 | 7.0 | 47.0 |
| Agree | 39 | 33.9 | 33.9 | 80.9 |
| strongly agree | 22 | 19.1 | 19.1 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 20(17.4%) respondent strongly disagree while 26(22.6%) respondents disagree, 8(7.0%) respondents Neither, 39(33.9%) respondent agree while 22(19.1%) respondents strongly agree. From the result majority of respondent agree. Hence we conclude and agree that recruitment and selection is done systematically in your organization.

**Table 4.2.17**

|  |
| --- |
| **Management provides good working condition for workers to help improve productivity.** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 19 | 16.5 | 16.5 | 16.5 |
| Disagree | 46 | 40.0 | 40.0 | 56.5 |
| Neither | 15 | 13.0 | 13.0 | 69.6 |
| Agree | 20 | 17.4 | 17.4 | 87.0 |
| strongly agree | 15 | 13.0 | 13.0 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 19(16.5%) respondent strongly disagree while 46(40.0%) respondents disagree, 15(13.0%) respondents Neither, 20(17.4%) respondent agree while 15(13.0%) respondents strongly agree. From the result majority of respondent disagree. Hence we disagree that management provide good working condition for workers to help improve productivity.

**Table 4.2.18**

|  |
| --- |
| **External sources of recruitment promote talent breeding within the organization.** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 15 | 13.0 | 13.0 | 13.0 |
| Disagree | 22 | 19.1 | 19.1 | 32.2 |
| Neither | 13 | 11.3 | 11.3 | 43.5 |
| Agree | 46 | 40.0 | 40.0 | 83.5 |
| strongly agree | 19 | 16.5 | 16.5 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 15(13.0%) respondent strongly disagree while 22(19.1%) respondents disagree, 13(11.3%) respondents Neither, 46(40.0%) respondent agree while 19(16.5%) respondents strongly agree. From the result majority of respondent strongly agree. Hence we agree that External source of recruitment promotes talent breeding within the organization.

**Table 4.2.19**

|  |
| --- |
| **Does the management provide adequate information on the available vacancy?** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 9 | 7.8 | 7.8 | 7.8 |
| Disagree | 20 | 17.4 | 17.4 | 25.2 |
| Neither | 13 | 11.3 | 11.3 | 36.5 |
| Agree | 51 | 44.3 | 44.3 | 80.9 |
| strongly agree | 22 | 19.1 | 19.1 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 9 (7.8%) respondent strongly disagree while 20(17.4%) respondents disagree, 13(11.3%) respondents Neither, 51(44.3%) respondent agree while 22(19.1%) respondents strongly agree. From the result majority of respondent agree. Hence we agree that the management provide adequate information on the available vacancy.

**Table 4.2.20**

|  |
| --- |
| **External sources of recruitment helps in the growth of the organization by bringing change.** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 17 | 14.8 | 14.8 | 14.8 |
| Disagree | 22 | 19.1 | 19.1 | 33.9 |
| Neither | 14 | 12.2 | 12.2 | 46.1 |
| Agree | 18 | 15.7 | 15.7 | 61.7 |
| strongly agree | 44 | 38.3 | 38.3 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 17(14.8%) respondent strongly disagree while 22 (19.1%) respondents disagree, 14(12.2%) respondents Neither, 18(15.3%) respondent agree while 44 (38.3%) respondents strongly agree. From the result majority of respondent agree. Hence we conclude that External sources of recruitment helps in the growth of the organization by bringing change.

**Table 4.2.21**

|  |
| --- |
| **Management being bias in their decision affect organization performance.**  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 12 | 10.4 | 10.4 | 10.4 |
| Disagree | 16 | 13.9 | 13.9 | 24.3 |
| Neither | 18 | 15.7 | 15.7 | 40.0 |
| Agree | 44 | 38.3 | 38.3 | 78.3 |
| strongly agree | 25 | 21.7 | 21.7 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 12(10.4%) respondent strongly disagree while 16(13.9%) respondents disagree, 18(15.7%) respondents neither, 44(38.3%) respondent agree while 25(21.7%) respondents strongly agree. From the result majority of respondent agree. Hence we agree that Management being bias in their decision affect organization performance.

 **Table 4.2.22**

|  |
| --- |
| **Recruitment and selection practice of your organization affect employees’ performance.** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly disagree | 19 | 16.5 | 16.5 | 16.5 |
| Disagree | 21 | 18.3 | 18.3 | 34.8 |
| Neither | 15 | 13.0 | 13.0 | 47.8 |
| Agree | 21 | 18.3 | 18.3 | 66.1 |
| strongly agree | 39 | 33.9 | 33.9 | 100.0 |
| Total | 115 | 100.0 | 100.0 |  |

***Sources: Field survey 2018 [SPSS COMPUTATION]***

The table above shows that 19(16.5%) respondent strongly disagree while 21(18.3%) respondents disagree, 15(13.0%) respondents Neither, 21(18.3%) respondent agree while 39(33.9%) respondents strongly agree. From the result majority of respondent strongly agree. Hence we strongly agree that the recruitment and selection practice of the organization affect employees’ performance.

**4.4 HYPOTHESES OF THE STUDY**

**Hypothesis one:**

**Ho: *External source of recruitment has no significant relationship on diversity of talents in the organization.***

|  |
| --- |
| **Correlations** |
|  | Diversity of talent | External source of recruitment |
| Diversity of talent | Pearson Correlation | 1 | .177 |
| Sig. (2-tailed) |  | .002 |
| N | 115 | 115 |
| External source of recruitment | Pearson Correlation | .177 | 1 |
| Sig. (2-tailed) | .002 |  |
| N | 115 | 115 |

***SPSS Computation (2018)***

From the table of values above, the relationship between external source of recruitment diversity of talent is positive (0.177), indicating that an increase in external source of recruitment will lead to increase in the diversity of talents in the organization. The probability value is 0.002 which is less than 0.05, on this ground, we accept H1 and conclude that external source of recruitment has a significant relationship on diversity of talents in the organization.

**Hypothesis two:**

**Ho: Recruitment and selection practice has no significant relationship on organizational productivity**

|  |
| --- |
| **Correlations** |
|  | Organizational productivity | Recruitment and selection practice |
| Organizational productivity | Pearson Correlation | 1 | .160 |
| Sig. (2-tailed) |  | .039 |
| N | 115 | 115 |
| Recruitment and selection practice | Pearson Correlation | .160 | 1 |
| Sig. (2-tailed) | .039 |  |
| N | 115 | 115 |

From the table of values above, the relationship between recruitment selection practice and organizational productivity is positive (0.160), indicating that an increase in recruitment selection process will lead to increase in the organizational productivity on the average. The probability value is 0.039 which is less than 0.05, on this ground, we accept H1 and conclude that recruitment and selection practice has significant relationship on organizational productivity.

**Hypothesis three:**

**Ho: Bias in recruitment and selection exercise has no significant relationship on employment**

|  |
| --- |
| **Correlations** |
|  | Bias in recruitment& selection exercise | employment |
| Bias in recruitment& selection exercise | Pearson Correlation | 1 | .394 |
| Sig. (2-tailed) |  | .022 |
| N | 115 | 115 |
| Employment | Pearson Correlation | .394 | 1 |
| Sig. (2-tailed) | .022 |  |
| N | 115 | 115 |

From the table of values above, the relationship between bias in recruitment and selection exercise on selection exercise on employment is positive (0.394), indicating that an increase in bias in recruitment and selection exerciser will lead to increase in the employment on the average. The probability value is 0.022 which is less than 0.05, on this ground, we accept H1 and conclude that bias in recruitment and selection exercise has a significant relationship on employment

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

 **5.1 Introduction**

This chapter deals on the discussion of the findings, conclusions of the study, recommendation, suggestions for further studies.

**5.2 Summary of Findings**

From the study, one could summarize that external sources of recruitment strengthens diversity of talent within the organization. the study conducted it was discovered that External recruitment, recruitment from school, notice board and personal connection were frequently used by Dozzy Group of companies in recruitment and selection practices. More so the study reveals that there is a negative effect of recruitment and selection practices on employee productivity.

* 1. **Conclusion**

 In the light of the findings of this study, the following conclusions are drawn, from the investigation into the effect of recruitment and selection policy as a tool for achieving higher employee productivity in manufacturing organization; a study of Dozzy Group of Companies. It was found that External source of recruitment strengthen diversity of talent within the organization.It creates new ideas, refreshes the system, create challenges and change to the employees thereby affecting productivity. It also reveals that there is a negative effect of recruitment and selection practices on employee productivity. The organization do not always apply the policy and they are bias in their practice, some of the employees do not go through the normal process which leads to the organization having unqualified employees who are non-committed and disloyal to those above them

* 1. **Recommendations**

Having conducted this research and analyzed the field data, the researcher recommends the following points, which if adhered to will positively drive the employee productivity to a reasonable height.

1. The organization should always use professional association in their recruitment and selection practice and should make sure that they use right recruitment and selection policy to employ.
2. Management should avoid favoritisms and being bias when selecting and recruiting new workers in order to conduct effective recruitment and selection practice and should make sure to give the job descriptions for the particular post in order to attract the right people for the job.
	1. **Area for Further Research**

The following areas are suggested for further research:

1. The same topic in other organization
2. The influence of recruitment and selection policy as a tool for achieving higher employee productivity in manufacturing organization.
3. The effect of External recruitment and selection tool for achieving higher employee productivity in manufacturing organization
4. should provide good working condition for workers to help improve productivity.

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Department of Business Management

Faculty of Management and Social Sciences

Godfrey Okoye University

Thinker’s Corner

Emene

Enugu State

April, 2018.

Dear Sir/Madam,

**RESEARCH QUESTIONNAIRE ON THE EFFECT OF RECRUITMENT AND SELECTION POLICY AS A TOOL FOR ACHIEVING HIGHER EMPLOYEE PRODUCTIVITY.**

I am a student of the above named department and institution, presently carrying out a research work on the effect of recruitment and selection policy as a tool for achieving higher employee productivity. This questionnaire is drawn to extract the necessary information, to enable me research on the above topic in partial fulfillment for the award of Bachelors of Science (B.Sc) of Business Administration (Management), Godfrey Okoye University, thinker’s corner. I assure you that the information given will be treated with utmost confidentiality and will be used strictly for academic purposes. I will be very grateful if you could assist me in this research. I hereby attach the questionnaire for your completion. Thanks for your anticipated co-operation.

Yours faithfully,

**AMADIKE, CHINAZA MARYPAMELA**

Please indicate your considered response by a tick (√) in the appropriate box

**Part I: Personal Data**

Department \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Current position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How long have you been working at your Firm?

a. less than 1 year [ ] b. 1 – 5 years [ ] c. 6 – 10 years [ ]

d. 11 – 15 years [ ] e. 16 years and above [ ]

 4. Qualification

 a. WASC/GCE ( ) b. Diploma, ND, OND/NCE ( )

 C. B.Sc/M.Sc ( ) d. other specification ( )

**Part II: Recruitment and Selection**

1. What are the major sources of recruitment used in your organization?

a. internal ( ) b. external ( ) c. both ( )

2. Are the employees of Dozzy Group of Companies conversant with the goals of the organization?

a. very conversant ( ) b. reasonably conversant ( )

c. not conversant ( )

3. How would you rate the HR department’s performance in recruitment and selection?
a. Poor( ) b. Adequate( ) c. Excellent ( )

4. Your mode of selection is based on

a. interview ( ) b. work sample test and knowledge test( )

c. IQ test ( ) d. aptitude test ( ) e. team role play ( )

5. What is your opinion on the selection procedure of the corporation

 a) Very fair b) Fair c) Unfair d) No opinion

**Part III**

 Which of these employee recruitment and selection processes identified in the study does your firm often use? Using 1 to 5 scales.

1} Not Frequently Used 2} Average Used 3} Neither 4} Frequently Used 5} Most Frequently Used

|  |  |  |
| --- | --- | --- |
| **S/No** | **Recruitment and selection method** | **Ranking** |
| **1** | **2** | **3** | **4** | **5** |
|  | **External recruitment** |  |  |  |  |  |
| 1 | Internet recruitment. |  |  |  |  |  |
| 2 | Professional association(s). |  |  |  |  |  |
| 3 | Media advert. |  |  |  |  |  |
| 4 | Employment agents. |  |  |  |  |  |
| 5 | Recruitment from school. |  |  |  |  |  |
| 6 | Personal connections (e.g. Referrals from friends, relatives and current employees, top management etc.)  |  |  |  |  |  |
| 7 | **Internal Recruitment**Promotion |  |  |  |  |  |
| 8 | Notice board |  |  |  |  |  |

The under listed are some identified challenges firms encounter in the recruitment and selection practices. Rank them using likert scale 1 to 5 scales,

 1= Strongly Disagree, 2 =Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

|  |  |  |
| --- | --- | --- |
| S/NO | Recruitment and selection method | RANKING |
| 1 | 2 | 3 | 4 | 5 |
| 1 | Do you agree that a well recruited employee increases organizational productivity? |  |  |  |  |  |
| 2 | Is recruitment and selection done systematically in your organization on a regular basis? |  |  |  |  |  |
| 3 | Management provides good working condition for workers to help improve productivity. |  |  |  |  |  |
| 4 | External sources of recruitment strengthen diversity of talent within the organization/ promotes talent breeding within the organization. |  |  |  |  |  |
| 5 | Does the management provide adequate information on the available vacancy? |  |  |  |  |  |
| 6 | External recruitment helps in the growth of the organization by bringing change. |  |  |  |  |  |
| 7 | The organization offers training to its employees. |  |  |  |  |  |
| 8 | Management being bias in their decision and practice affect the organization performance.  |  |  |  |  |  |
| 9 | Recruitment and selection practice of your organization affect employees’ performance. |  |  |  |  |  |