THE INFLUENCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The purpose of this study was to assess the impact of recruitment and selection on organizational performance. It was to find out the recruitment and selection policy or practice, the impact of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development.

The study obtained information from twenty (20) respondents from staff of Access Bank, ogogunyan branch through the use of questionnaire. The results indicated that, advertising of job vacancies to general public, use of employment agent(s) and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the selecting and recruitment process are also characterized with lots of challenges, Among the recommendations made were that potential
employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance.

INTRODUCTION

Recruitment and Selection is a vital process for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization’s selection system influence bottom-line business outcomes, such as productivity and financial performance a dream for any organization.

In the operations of any organization, recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. Accordingly, Recruitment and selection are conceived as the processes by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them, Sisson (1994).

Recruitment and selection are the two phases of the employment process but there is a difference between the two. The recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization while selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

Similarly, the basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to till the various positions in the organization. The recruitment process is immediately followed by the selection process, which is the final interviews and the decision making, conveying the decision and the appointment formalities.

Recruiting is seen as a “positive process of generating a pool of candidates by reaching the ‘right’ audience, suitable to till the vacancy” (Leopold, 2002), On the other hand, he stated that once these candidates are identified, the process of selecting appropriate employees for
employment can begin. This means collecting, measuring, and evaluating information about candidates’ qualifications for specified positions.

Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process. Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, and better recruitment and selection strategies result in improved organizational outcomes.

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

Selection are vital processes for a successful organization, having the right staff can “improve and sustain organizational performance” (Petts. 1997).

The basic purpose of recruitments and selection is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization as well as to choose the right candidate to fill the various positions in the organization which process must be based on merit or technical knowhow.

**Statement of the Problem**

In recent years, there has been increase in the rate of business failure, closure and at best low productivity and in most cases; it was due to low level of organizational performance. To explain the situation, various factors have been looked into including competitive strategy in an organization. Despite the conflict between the stakeholders and the employee, the personnel have
crucial roles to play in ensuring the resolution of impending conflicts between the management and the employees for the achievement of goals and objectives of the organization.

Unfortunately, some organizations pay more attention on factors like money incentives, and/or physiological factors without giving much attention to the recruitment and selection of work force.

**Objectives of the Study**

The objectives of this study are to:

1. Examine the recruitment and selection policy.
2. Analyze the recruitment and selection process.
3. Assess the impact of recruitment and selection on the organizational performance.

**Research Questions**

1. Is there any form of recruitment and selection policy in the organization?
2. What are the various selection processes in the organization?
3. Is there any effect of recruitment and selection on organization performance?

**Statement of Hypotheses**

The research hypotheses are:

$H_0$: Recruitment and selection have no significant impact on organizational performance.

$H_1$: Recruitment and selection have significant impact on organizational performance.

$H_0$: Recruitment and selection does not significantly enhance getting competent staff.

$H_1$: Recruitment and selection significantly enhance getting competent staff.
LITERATURE REVIEW

The Concept of Recruitment and Selection

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004).

Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.
Additionally, recruitment is a positive process i.e. encouraging more and more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidates. Recruitment also, is concerned with tapping the sources of human resources whereas selection is concerned with selecting the most suitable candidate through various interviews and tests, and finally, there is no contract of recruitment established in recruitment whereas selection results in a contract of service between the employer and the selected employee.

Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities, Wanous, J. P (1992).

Recruitment is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment. Once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates’ qualifications for specified positions. Organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, Leopold (2002).

The recruitment and selection process

A number of recent studies have suggested that some recruitment processes are more effective than others in terms of the value of the employees recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended
by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

Recruiting is seen as a “positive process of generating a pool of candidates by reaching the ‘right’ audience, suitable to fill the vacancy” (Leopold, 2002), is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.

Leopold (2002), states further that the first step of recruitment is to put forward a job analysis which is important for both the organization and the candidates. If a job is not needed in an organization, recruitment and selection of a candidate is not necessary.

However, if the job is needed, a job description usually consists of the job title, where the job is located, what the key purpose of the job is, what are the main duties that the job entails and what role it plays in the success of the organization, is compiled.

In agreement with Leopold, Wanous (1992) , highlights that the steps involved in the formal recruitment and selection process are often fairly standard, but there are a number of factors to consider along the way. Initially, the recruiting manager should draw up a job description and person specification for the vacant role if these are not already available, and steps are;

Step 1: Identify vacancy

Step 2: Prepare job description and person specification,

Step 3: Advertising the vacancy

Step 4: Managing the response

Step 5: Short-listing

Step 6: Arrange interviews

Step 7: Conducting interview and decision making
The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time, Sisson (1994).

Similarly, Hall and Torrington (1998), states that a general recruitment process is as follows: The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain: Preparing the job description and person specification. Locating and developing the sources of required number and type of employees (Advertising etc.). Short-listing and identifying the prospective employee with required characteristics as well as arranging the interviews with the selected candidates, conducting the interview and decision making. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities.

The Sources of Recruitment

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment.

Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of the recruitment, Schmidt and Hunter (1998). They further explain that internal recruiting seeks to fill vacancies with current employees. It is the most common approach; Notify present employees and encourage them to apply for positions in which they are qualified, ask present employees for referrals; often those referrals are other current employees. According to them internal recruitment is advantageous in a sense that it increases morale, retains employees, attendance and work records are known, and less training
necessary. However, they say is disadvantages because it encourages lack of new ideas, may settle for less qualified to avoid hurt feelings, and bring ripple effect creating other vacancies.

In addition, Schmidt and Hunter (1998) demonstrate also that external recruiting may be effective in certain situations it includes the ability to attract the most qualified individuals, a reduction in resentment, the ability to bring in new ideas, and recruitment from minority groups but to the contrary it calls for the need for more training, the chance of losing current employees to new opportunities elsewhere, and the risk of the unknown regarding the new employee.

External Recruiting Resources can be used to locate, identify, and attract qualified applicants, and they include; Newspaper ads, specialized journals and publications, Professional organizations, Educational institutions, Public employment services, Private employment agencies, Labor unions and trade associations, Walk-ins and mail-ins, and The Internet as a new resource, Taylor and Collins (2000), and are the present Employees, Unsolicited Applicants, Educational and Professional Institutions, Public Employment Offices, Private employment Agencies, Employee Referrals, Help wanted Advertising, Walk-Ins, Schmidt and Hunter (1998).

In their literature Taylor and Collins (2000), and Schmidt and Hunter (1998), they agree that a combined Approach is probably the most common to make the most of the advantages of each, and further highlights the factors that influence both sources.

Factors affecting recruitment Taylor and Collins (2000), and Schmidt and Hunter (1998). From the above, the sources of recruitment and selection are through the internal and external sources. However recruitment and selection is faced with lots of challenges.

Challenges of Recruitment and Selection

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents
auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team, Kaplan and Norton (2004).

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival films as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage.

An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business, Whitmell Associates (2004). Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job, Johnston (1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection process.
A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfil 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. Dess and Jason (2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice.

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

The Selection Techniques
Organizations employ a variety of selection techniques, and statistical theory is used to give credibility to techniques that attempt to measure people. Organizations also need to consider reactions of applicants to selection methods and an important factor is the perception of fair treatment, Gatewood and Field (1994). The interview is the oldest and most widely used of all the selection techniques, along with application forms and letters of reference, referred to as ‘the classic trio’.

Once applications have been received for the role, the selection process should be clear and a timetable drawn up. There are a number of methods a company can use at the selection stage. These include identifying whether the candidate has the required skills and experience from their application or CV, face-to-face interviews, assessment centers and completion of case studies or presentations. Many companies like to conduct initial telephone interviews to draw up a short list of candidates, Dipboye (1992).

Furthermore, Schmidt and Hunter (1998), states a good selection requires a methodical approach to the problem of finding the best matched person for the job. Selection Process; Preliminary Interview, Selection Tests, Employment Interview, Reference and Background Analysis, Physical Examination, Job Offer and Employment Contract, and the stages in Selection Process include:

Stage 1: Screening Of Application Forms.


Stage 3: Selection Interview.

Stage 4: Selection Decision

Lastly, according to Dipboye (1992), selection methods vary between applications and resumes used to select qualified applicants which both include written documents that can be used to determine if a candidate meets basic job requirements, employment tests used to test job skills, personality, or written intelligence/aptitude; they must be reliable and valid. Others are personal interviews used to compare information on the application, and usually allow a chance to discuss the job face-to-face; the interviewer can ask questions, but so can the applicant as well as reference checks that provide additional information about the applicant.
THE INFLUENCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE
Importance of Recruitment and Selection

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations, Phillips (1998).

In today’s rapidly changing business environment, a well-defined recruitment policy is necessary for organizations to respond to its human resource requirements in time.

Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly Petts, (1997).

The Purpose and Importance of Recruitment are given below by Dessler (2000): Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants, Increase the pool of job candidates at minimum cost, Create a talent pool of candidates to enable the selection of best candidates for the organization, Attract and encourage more and more candidates to apply in the organization, Recruitment is the process which links the employers with the employees, Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities, and Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time. Others according to him are; Meet the organizations legal and social obligations regarding the composition of its workforce.

Begin identifying and preparing potential job applicants who will be appropriate candidates, and Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

The Relationship between Recruitment and Selection, and Organizational Performance.

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance.
Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization’s strategic objectives and the ability to make a positive contribution to the values and aims of the organization, Sisson (1994).

On the other hand, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization’s selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent Hall and Torrington (1998).

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

Recruitment and selection play a pivotally important role in shaping an organization’s effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that: ‘The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees.’ Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in
order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

**Conceptual Framework of Performance**

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour.

Latham, Sulsky and Macdonald (2007) emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes. They state that a performance theory is needed that stipulates:

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

There are different views on what performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person’s accomplishments.

Performance is something that the person leaves behind and that exists apart from the purpose. Performance could be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions. Also performance is about outcomes but the concept is linked to the idea of a balanced scorecard.

Fletcher (2001) mentions, contextual performance deals with attributes that go beyond task competence and that foster behaviours that enhance the climate and effectiveness of the organization.

The Oxford English Dictionary defines performance as: ‘The accomplishment, execution, carrying out, working out of anything ordered or undertaken? This refers to outputs/outcomes
(accomplishment) but also states that performance is about doing the work as well as being about the results achieved. Performance could therefore be regarded as behaviour - the way in which organizations, teams and individuals get work done.

Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors. A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes.

Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the Instruments for results, behaviours are also outcomes in their own right - the product of mental and physical effort applied to tasks - and can be judged apart from results.

This definition of performance leads to the conclusion that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered.

This is the mixed model of performance management that covers competency levels and achievements as well as objective setting and review. And it is this model that research (Armstrong and Baron, 2004) has shown to be the one that is now interesting many organizations. Performance can be said to be more concerned with measuring performance. Performance is the behaviour or action relevant to the attainment of the organization’s goals that can be scaled, that is, measured.

Organisational Performance

Organisational performance can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong and Baron, 2004).
Purpose of performance management

Performance management is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework at planned goals standards and competence requirements. It is a process for establishing and developing, and an approach to managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is owned and driven by line management.

Underpinning Theories

The following three theories underpinning performance management have been identified by Buchner (2007).

Goal Theory

Goal theory as developed by Latham and Locke (2006) highlights four mechanisms that connect goals to performance outcomes:

1. They direct attention to priorities,
2. They stimulate effort,
3. They challenge people to bring their knowledge and skills to bear to increase their chances of success; and
4. The more challenging the goal, the more people will draw on their full repertoire of skills.

This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

Goals inform individuals to achieve particular levels of performance, in order for them to direct and evaluate their actions; while performance feedback allows the individual to track how well he or she has been doing in relation to the goal so that, if necessary, adjustments in effort, direction or possibly task strategies can be made.
Goal theory supports the agreement of objectives, feedback and review aspects of performance management.

**Control Theory**

Control theory focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of performance management processes.

**Social Cognitive Theory**

It is based on his central concept of self-efficacy. This suggests that what people believe that they can or cannot do powerfully impacts on their performance.

Developing and strengthening positive self-belief in employees is therefore an important performance management objective.
METHODOLOGY

Research Design

The research is based on the impact of recruitment and selection on organizational performance. The design was a descriptive study which used quantitative tool. The study was based on the use of questionnaire. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the research topic.

Study of Population

Access Bank Lagos State was selected for the study of which Odogunyan Branch was used in carrying out the research. The population of the study consisted of 40 employees from the various departments of the bank and this included human resource department, marketing and so forth.

Sample of the Study

A sample size of 20 was chosen from the selected branch for the study. To ensure that the sample was represented enough to draw conclusion.

Data Collection Instruments

The researcher used questionnaire. The researcher prepared the questionnaire to be responded by the sampled employees of the organization. The questions were designed to make the purpose of the study successful after the results have been ascertained. This instrument gave expected information about the recruitment and selection procedures or practices.

Sources of Data

Both primary and secondary source of data were used in conducting the research.
Primary Sources

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of the Human resource department and employees of other department of Access Bank.

The method used in collecting the primary data was questionnaire.

Questionnaire

The purpose of using questionnaire was to identify and assess the impact of recruitment and selection on Access Bank performance. A set of questionnaire was prepared with open-ended questions.

Secondary Sources

The study also made use of secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others.

This helped to identify how others have defined and measured key concepts, and to discover how this research project is related to other studies.

Test of Validity and Reliability of Instruments.

Validity is the ability of measuring instrument to measure what is supposed to be measured. To know the validity of the instrument to be used, the following tests were considered.

i. Content Validity: this is designed to ensure that the content of a measuring instrument adequately covers all relevant areas.

ii. Construct Validity: This measures the extent to which a particular test reflect hypothetical construct presumed to underline the performance and also the extent to which a test reflects the theories underlying the construct.
The Validity of the questionnaire will be based on the content and construct validity to ensure that the information which is requesting from the respondent covers all relevant areas and the objectives of the research.

In order to establish the validity of the instrument, SPSS (Statistical Package for social Science) is used concurrently on the information gathered from the questionnaire and comparison made thereafter to determine the quality and accuracy of the instrument.

Reliability has to do with the consistency of the instrument. A measurement is regarded as reliable if it shows the same results time after time.

In order to measure the consistency of the information collated from the questionnaire a test-re-test reliability is carried out. The structured questionnaire were first distributed and after a month time interval, the same questionnaire were distributed to the same group of people and it found out that information contained in the first set of questionnaire did not vary considerably with the information contained in the second set of questionnaire.

To have a valid and reliable data, the researcher ensured that the questionnaire were well formulated which allows error minimization. The instrument is of interest to the researcher as a result of its capability of conveying adequate and thorough information used for the study. The questionnaire also helps to obtain the actual instruments needed in the research of this work.

**Administration of Instruments**

Forty (40) copies of the questionnaire were distributed to respondents at work place. After some time, the researcher went back and collected the answered questionnaire.

Only twenty (20) questionnaire were received in response. This means that the analysis of data is based on the percentage of response. The purpose of this was to help the respondents to understand the purpose of the research, and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given them.
Method of Data Analysis

The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). Representations like tables and graphs were used to ensure easy and quick interpretation of data. Responses were expressed in percentages. Data from the completed questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents and were coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe and to reach a conclusion, also Chi-square was used to interpret the hypotheses. The Chi-square is a non-parametric test. It is used to test the difference between a set of observed frequencies of a sample and a corresponding set of expected frequencies. The decision rules will be to accept H1 and reject H0 if the calculated value is greater than the tabulated value. The reverse will however be the case, that is; reject H1 and accept H0, if the tabulated value is greater than the calculated value.
DATA PRESENTATION AND ANALYSIS

Introduction

This section deal with the analysis and interpretation of data collected to determine the impact of recruitment and selection on organizational performance. The first section deals with socio-demographic data of the respondents, the second section deals with respondent’s opinion on recruitment, and the last section deals with the impact of recruitment on organizational performance.

Table 4.1

Section A: Socio-demographic Data of Respondents

<table>
<thead>
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<th>Sex of respondents</th>
<th>Valid</th>
<th>Frequency</th>
<th>Valid Cumulative</th>
<th>Percent</th>
<th>Percent Cumulative</th>
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<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Graph 4.1.

Table 4.1 and graph 4.1 shows that 60% of the respondents are male while 40% are female.

Interpretation: majority of the respondents are male.

Table 4.2
Experience of Respondents

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6</td>
<td>8</td>
<td>40.0</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td>7-12</td>
<td>8</td>
<td>40.0</td>
<td>40.0</td>
<td>80.0</td>
</tr>
<tr>
<td>13-18</td>
<td>3</td>
<td>15.0</td>
<td>15.0</td>
<td>95.0</td>
</tr>
<tr>
<td>20</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.2 and graph 4.2 shows that 40% of the respondents have 1-6 years’ experience, 40% has 7-12 years’ experience, 15% have 13-18 years’ experience while 5% has more than 20 years’ experience.

Table 4.3

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
</table>

Qualification of Respondents
Table 4.3 and graph 4.3 shows that 55% of the respondents have OND, 20% have HND, another 20% have B.sc, while 5% have MSc.

Interpretation: majority of the respondents have OND.

Section B: Respondent’s Opinion about Recruitment and Selection Process

Table 4.4

Awareness about Recruitment Policy
Table 4.4 and graph 4.4 shows that 90% of respondents are aware of the formal policy for recruitment, 5% are not aware while 5% did not answer the question.

**Interpretation:** Almost all the respondents are aware of formal policy for recruitment.
Table 4.5

Policy for Recruitment

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15</td>
<td>75.0</td>
<td>78.9</td>
<td>78.9</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>20.0</td>
<td>21.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td>-</td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.5 and graph 4.5 show that 75% of the respondents agreed that they have formal policy in their place of work for recruitment, 20% say no, while 5% did not answer the question.

**Interpretation:** Majority of the organization have a policy for recruitment and selection.

Table 4.6

**How effective is the recruitment process?**

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Effective</td>
<td>12</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Good</td>
<td>7</td>
<td>35.0</td>
<td>35.0</td>
<td>95.0</td>
</tr>
<tr>
<td>Not Effective</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.6 shows that 60% of the respondents agree that the recruitment and selection process in bank is very effective, 35% say it is good while 5a5 say it is not effective.

**Interpretation:** Recruitment and selection process in Bank is good.

Table 4.7

When vacancies occur existing staff are consider

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>35.0</td>
<td>36.8</td>
<td>36.8</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>60.0</td>
<td>63.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td>-</td>
</tr>
</tbody>
</table>
Table 4.7 and graph 4.7 shows that 35% of the respondents agree that when vacancies exist the existing staffs are considered while 60% disagree while 5% did not answer the question.

**Interpretation:** Existing staffs are not always considered when vacancies exist in their place of work.

Table 4.8

Job vacancies made open to general public

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field survey, 201
### Table: The Influence of Recruitment and Selection on Organizational Performance

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>95.0</th>
<th>95.0</th>
<th>95.0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.8 and graph 4.8 shows that 95% of the respondents agree that vacancies are made open to general public while 5% disagree.

**Interpretation:** Vacancies are made open to general public.

### Table 4.9

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Bank has structure recruitment process**
Source: Field survey, 2015

Table 4.9 shows that all the respondents agreed that Bank have structural recruitment and selection process in place for new employee.

Table 4.10

Recruitment produce qualified candidate

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16</td>
<td>80.0</td>
<td>80.0</td>
<td>80.0</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>20.0</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Source: Field survey, 2015
Table 4.10 and graph 4.10 shows that 80% of the respondents agreed that recruitment and selection process are able to produce qualified candidate while 20% disagree.

Interpretation: Recruitment and selection process are able to produce qualified candidate.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17</td>
<td>85.0</td>
<td>85.0</td>
<td>85.0</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>15.0</td>
<td>15.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>-</td>
</tr>
</tbody>
</table>
Source: Field survey, 2015
Table 4.11 and graph 4.11 shows that 85% agree that recruitment and selection process lead to employment of competent staff while 15% disagree.

**Interpretation:** That recruitment and selection process led to employment of competent staff

Table 4.12

<table>
<thead>
<tr>
<th>Bank has agent that recruit for them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>Missing System</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.12 and graph 4.12 shows that 95% of the respondents agreed that Bank have agent that recruit for them while 5% did not answer the question.

**Interpretation:** Bank have agent that recruit for them.

Table 4.13

**Management circumvent recruitment process**

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>42.1</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>55.0</td>
<td>57.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td>-</td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.13 and graph 4.13 shows that 40% of the respondents agree that management circumvent the recruitment process, 55% disagree while 5% did not answer the question.

**Interpretation:** It shows that Bank recruitment process and selection is fairly ok.

Table 4.14

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>60.0</td>
<td>63.2</td>
<td>63.2</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>35.0</td>
<td>36.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.14 and graph 4.14 shows that 60% of the respondent agreed that Bank perform job analysis required for particular job before advertising, 35% disagree While 5% did not answer the question.

**Interpretation:** Bank performs job analysis required for particular job before advertising vacancies for the post.
Table 4.15

Methods of advertising vacancies

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>1</td>
<td>5.0</td>
<td>5.3</td>
<td>5.3</td>
</tr>
<tr>
<td>Newspaper</td>
<td>3</td>
<td>15.0</td>
<td>15.8</td>
<td>21.1</td>
</tr>
<tr>
<td>Professional association</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>63.2</td>
</tr>
<tr>
<td>Employment Agencies</td>
<td>6</td>
<td>30.0</td>
<td>31.6</td>
<td>94.7</td>
</tr>
<tr>
<td>Employment Referral</td>
<td>1</td>
<td>5.0</td>
<td>5.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.15 and graph 4.15 shows that 5% of the respondent agreed that method of advertising recruitment is through Television, 15% agreed to newspapers, 40% agreed to professional association, 30% agreed to employment agencies, 5% agreed to employment referral while 5% did not answer the question.

Table 4.16

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>90.0</td>
<td>90.0</td>
<td>90.0</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>10.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.16 and graph 4.16 shows that 90% of the respondents agreed that recruitment process affect organization performance While 10% disagree.

**Interpretation:** Recruitment processes affect organization performance.

Table 4.17

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>95.0</td>
<td>95.0</td>
<td>95.0</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.17 shows that 95% of the respondents agreed that after the recruitment process there are methods to check staff performance while 5% disagree.

**Interpretation:** There are methods to check staff performance after recruitment.

Table 4.18
Subsequent training is needed for staff.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>95.0</td>
<td>95.0</td>
<td>95.0</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.18 and graph 4.18 shows that 95% of the respondents agreed that subsequent training of the staff is needed for optimum performance while 5% disagreed.

**Interpretation**: Subsequent training of the staff is needed for staffs.

Table 4.19

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>90.0</td>
<td>94.7</td>
<td>94.7</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>5.0</td>
<td>5.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey, 2015
Table 4.19 and graph 4.19 shows that 90% of those that agree that subsequent training is needed for staff agreed that it aid their performance, 5% disagree while 5% did not answer the question.

**Interpretation:** Subsequent training is needed for staff to aid their performance

Table 4.20

**How often does recruitment process hold?**

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>42.1</td>
</tr>
<tr>
<td>Mid-year</td>
<td>6</td>
<td>30.0</td>
<td>31.6</td>
<td>73.7</td>
</tr>
<tr>
<td>Monthly</td>
<td>1</td>
<td>5.0</td>
<td>5.3</td>
<td>79.0</td>
</tr>
<tr>
<td>Quarterly</td>
<td>4</td>
<td>20.0</td>
<td>21.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td>-</td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>5.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Field survey 2015
Table 4.20 and graph 4.20 shows that 40% of the respondents says that their company recruits yearly, 30% says mid-year, 5% monthly while 20% says quarterly.

**Interpretation:** recruitment process holds yearly.

**Section C: Influence of Recruitment and Selection on Organizational Performance.**

From table 4.10 we deduced that: recruitment and selection process were able to produce qualified candidate, this is also upheld by table 4.11 that recruitment and selection process lead to employment of competent staffs also table 4.16 shows that Recruitment processes affect organizational performance. Therefore we can safely conclude recruitment and selection process has impact on the organization performance.
Presentation and Analysis of Data: according to hypotheses

**Hypothesis 1**

H\(_0\): Recruitment and selection have no significant impact on organizational performance.

H\(_1\): Recruitment and selection have significant impact on organizational performance.

\[
X_{cal}^2 = \frac{\sum (O - E)^2}{E}
\]

Where:

\(O\) = the observed frequency of responses

\(E\) = the expected frequency of responses

If \(X_{cal}^2 > X_{\text{tab}}^2\), We accept the alternative hypothesis; \(H_1\)

If \(X_{cal}^2 < X_{\text{tab}}^2\), we reject the alternative hypothesis; \(H_1\)

**Does recruitment and selection affect organizational performance?**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed frequency</th>
<th>Expected frequency</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>10</td>
<td>-8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>20</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2015
Table 4.21
The \( X^2 \) calculation can be made

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed frequency (O)</th>
<th>Observed frequency (E)</th>
<th>(O-E)</th>
<th>(O-E)(^2/E)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>10</td>
<td>8</td>
<td>64/10</td>
<td>6.4</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>10</td>
<td>-8</td>
<td>64/10</td>
<td>6.4</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>20</td>
<td>0</td>
<td>-</td>
<td>12.8</td>
</tr>
</tbody>
</table>

\( X^2_{cal} = 12.8 \)

Degree of freedom \( n - 1 \)

\( = 2 - 1 \)

\( = 1 \)

Level of significance = 5\% or 0.05

Therefore, \( X^2_{tab} \), with degree of freedom at 5\% level of significance = 3.84

From the values calculated above, we observe that:

\( X^2_{cal} = 12.8 \)

\( X^2_{tab} = 3.84 \)

This means that \( X^2_{cal} > X^2_{tab} \), we therefore accept the alternative hypothesis because recruitment and selection will affect organizational performance positively.
Hypothesis 2

Ho: Recruitment and selection does not significantly enhance getting competent staff

H1: Recruitment and selection significantly enhance getting competent staff

\[ X_{cal}^2 = \frac{\sum (O - E)^2}{E} \]

Where:
- \( O \) = the observed frequency of responses
- \( E \) = the expected frequency of responses

If \( X_{cal}^2 > X_{tab}^2 \), we accept the alternative hypothesis; H1

If \( X_{cal}^2 < X_{tab}^2 \), we reject the alternative hypothesis; H1

Does recruitment and selection process led to the employment of competent staff?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed frequency</th>
<th>Expected frequency</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>10</td>
<td>-7</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>20</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2015
Table 4.22

The $X^2$ calculation can be made

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed frequency (O)</th>
<th>Observed frequency (E)</th>
<th>(O-E)</th>
<th>(O-E)^2/E</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17</td>
<td>10</td>
<td>7</td>
<td>49/10</td>
<td>4.9</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>10</td>
<td>-7</td>
<td>49/10</td>
<td>4.9</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>20</td>
<td>0</td>
<td>-</td>
<td>9.8</td>
</tr>
</tbody>
</table>

$X^2_{cal} = 9.8$

Degree of freedom $n - 1$

$= 2 - 1$

$= 1$

Level of significance = 5% or 0.05

Therefore, $x^2_{tab}$ with degree of freedom at 5% level of significance = 3.84

From the values calculated above, we observe that:

$X^2_{cal} = 9.8$

$X^2_{tab} = 3.84$

This means that $X^2_{cal} > X^2_{tab}$ we therefore accept the alternative hypothesis because recruitment and selection will help in making sure that qualified and competent staff are employed.
Discussion of Result

Influence of Recruitment and Selection on Organizational Performance

The research revealed that the bank policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the bank source for employees through agencies that helps in recruiting people for the bank. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selection of employees are through employees’ referrals, employment agencies, professional associations and through adverts in the various dailies. The research also revealed that the bank had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage O₁₁CЄ a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.
Effectiveness of Recruitment and Selection Process of Access Bank

The analysis realized that 60% of the respondents were of the opinion that selection and recruiting process were effective as the right material are always employed, 35% say it is good while 5% say it is not effective. More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment process very effective in selecting the best for the bank.

The study also revealed that recruitment and selection practices have improved performance of employees and the bank, high percentage of respondents stated that the selection and recruitment policy has helped them improve upon their performance at the bank and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge of most employees which help them effectively carry out their duties. It was also gathered from respondents that the recruiting and selection method had led to the employment of competent staff while at the same time selection process help give the chance to employ qualified candidates.

Conclusion

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success.

The quality of new recruits depends upon an organizations recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. From the analysis, recruitment and selection is of prime importance to Access Bank in order to get the best of employees. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.
Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, it application and operation and challenges makes its policy quite difficult. These recommendations are therefore made to help make this policy more effective.

1. All applicants should be treated fairly.
2. Issues of favouritism should be avoided while selecting applicants.
3. Jobs should be well described and analyzed to selected candidates to aid performance.
4. The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
5. Refresher courses should be organized for employees for them to be abreast with trends in the ever growing market.
REFERENCES


Latham, G P and Locke, E A (2006), Goal setting: a motivational technique that works, Organizational Dynamics.


