

Effective Recruitment and Selection as a Tool for Achieving Higher Employee Productivity in Corporate Organisations

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Abstract

Effective recruitment contributes to the organizational performance and competitiveness in various ways. Having the right person in the right place of work and at the right time is crucial to organizational performance and competitiveness. This study examine effective role of recruitment and selection as a tool for achieving higher employee productivity at zenith bank from 2010-2019. Descriptive statistic in line with Correlation Technique was used. Three hypotheses formulated were tested using Correlation Technique E-view software at 0.05(5%) level of significance. Findings disclose that Motivation (MO) revealed a positive and significant effect on employee productivity. That is, a unit increase in financial reforms will lead to increase in employee productivity with the tune as shown from the result P-value ($0.000 < 0.05$). This implies that Zenith bank obviously stood out from the other banks, as she was strict on the qualifications she sought. It was evident from findings that zenith bank recruited and selected in order to meet their objectives of the organisation, Zenith bank was a highly innovative global financial sector, so, recruiting and selecting potential employees with specific qualifications to suit the roles of the business is a good development and Zenith bank should also ensure that feedback periodically.

Keywords: *Effective Recruitment, Effective Selection, Employee, Productivity, Corporate Organisations*

INTRODUCTION

1.1 Background of the Study

The position of a country's economy determines the rate of employment of personnel and hence, recruitment and selection. Uncertainty in the economy may cause people to remain in their present jobs and particularly discourage them from moving elsewhere especially when they do not know what is obtainable and what is not. In this case, growth in industries may be hampered as it is difficult to obtain the experience persons required. But in a stable economy, the forces of the interaction of demand and supply will generally encourage the movement of labour and employment of new personnel that can contribute positively to the organization's aims and objectives. As an organisation needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization.

Underachievement can be a result of workplace failures. Every organization has its own requirement in acquiring employees. It is vital that organizations select people with the quality essential for continued

success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices.

Recruitment and selection begins with clear statement of objectives based on the types of knowledge, skills, abilities and other characteristics that an organization needs [1]. Recruitment and selection can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational 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 [2].

[3], 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 organisation. 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 organisations. It is the human resources that give competitive edge” and therefore should be selected carefully and developed in order to achieve employees” commitment [4]. However, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers [5]. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. According to [6], for the Human Resource Management (HRM) function to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area.

The process of searching for a new employee is customarily initiated by a manager who decides that he needs to add to his staff or to replace someone who is leaving the organization. Commonly he makes a written request to the personnel department stating that he wishes to hire someone to fill a vacancy. The position to be filled is defined in terms of its job description and its job specification. The hiring activity should be integrated with the human resource plan of the company. These plans should forecast department that are expected to grow and those that may decline. There should be a skill inventory so that present employees can be matched with job openings to provide for transfers and promotions.

By 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 organisational 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 characterised by potential difficulties and it is necessary to keep abreast of developments in research in the field of construction. Research from the Chartered Institute of Personnel and Development [7], concluded that organisations should increasingly be inclusive in their employment offering as younger generations have grown up with the notion of flexible working, while older people have an interest in flexible working as an alternative to retirement.

1.2 Statement of the Problem

The growth and development of any economy is connected directly or indirectly with the financial industry. In Nigeria, it is the wish of most firms to engage the best human resource in order to channel their collective effort into excellent performances, increase in productivity, job satisfaction and above all meeting client's expectations in terms of quality, cost, time and safety. However, there is little evidence in the Nigeria financial industry to show how workers are recruited and selected. It has also been observed that due to the inadequate information and evidence of how selection and recruitment are done in many banking firms, even the money deposit banks are likely not to achieve or meet their stated objectives and goals. It is therefore clear from the foregoing that unconventional selection practices can ruin any business plan thereby affecting the overall target of baking firms. The processes of recruiting and selecting workers

have been a matter of concern to many and needs attention [8]. There is the need for management to put in place policies or strategies that will help recruit and select the best employees to strive towards the achievement of organizational goals and objectives.

1.3 Objective of the Study

Objectives of this study are grouped in to two, the main and specific objectives, the main objective of this is to investigate effective recruitment and selection as a tool for achieving higher employee productivity in corporate organisations.

Consequently, the research sought to undertake these specific objectives:

- i. to examine how effective recruitment increases chances of selecting appropriate candidate at corporate organisation.
- ii. to identify existing recruitment practices adopted by corporate organisation in engaging workers at corporate organisation.
- iii. to determine which of the recruitment and selection practices can influence the performance of workers at Zenith bank.

1.4 Research Questions

The underlisted research questions will serve as a guide to the study;

- i. to what extent would effective recruitment increases chances of selecting appropriate candidate for corporate organisation?.
- ii. to what extent would effective identify recruitment practices adopted by corporate organisation in engaging workers at corporate organisation?.
- iii. to what extent would effective recruitment and selection practices influence the performance of workers at Zenith bank?.

1.5 Research Hypotheses

The underlisted research hypotheses will be stated in null form (H_0);

- i. H_{01} : effective recruitment has no significant chances on selecting of candidate at corporate organisation.
- ii. H_{02} : effective identify recruitment practices adopted by corporate organisation in engaging workers has no significant effect on corporate organisation.
- iii. H_{03} : effective recruitment and selection practices has no significant influence on performance of workers at Zenith bank.

1.6 Significance of the Study

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organisations choose the right people for the job train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organisation longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded. An organisation may have all of the latest technology and the best physical 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 banking industry in Nigeria especially those in the South-Western Geo-political Zone to adopt measures in the context of human resource in relation to recruitment and selection and the performance. Financial industry in the South-West Geo-political Zone will have the opportunity to identity the benefits of these practices and challenges facing their recruitment and election practices in their organization and find lasting solutions to them. For other researchers it will also serve as reference and be beneficial to the academic community and the ministry of works and housing who deal directly with the construction firms with respect to recruitment and selection of employees.

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept of Recruitment

Nature of Recruitment

According to [9] the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. [10], 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 organisations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

As discussed by [11], human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image, which will have an effect on and reinforce applicant expectations. [12], were of the view that organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection.

Also related to the success of a recruitment and selection 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. These applicants are usually recent high school or university/technical/college graduates many of whom have not yet made clear decisions about future careers or are contemplating on engaging in advanced academic activity. 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. The focus of recruitment and selection according to [13], is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

[14], postulated that the quality of recruitment practices put in place by an organisation is a function of the quantity of application that will be received; he stated further that the relative effectiveness of the next human resources phase (selection) is inherently dependent upon the quality of applicant attracted. Furthermore, [15], agreed with the above assertion by stating that the more effectively the recruitment phase is implemented and carried out, the easier and accurate the selection process becomes in making decisions on which applicant to select. [16] added that the result of effective recruitment and selection are the reduction on labour turnover, good employee morale and improves organisation performance.

2.1.2 Definitions of Recruitment

Various researchers have contributed to the field of HRM, and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below is some of the different definitions of recruitment; Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment [17]. This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organisations become concerned when the cost of a mistake in recruitment is high. According to [18], the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. The organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. [19], observation is that recruitment begins with advertising existing vacancies.

According to [20], 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. The purpose is to encourage them to apply for the vacant position. [21], 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.

The chartered institute of personnel management of Nigeria (CIPM) gave the definition of recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist.

Another scholar [22], augured that recruitment is a process of attracting a great pool of high quality applicants to select the best among them. [23], in “past practice in personnel management in the Nigeria civil service: issues and procedures” detained recruitment as the process which starts from getting an

applicant interested enough in a job and in a particular organization to write an application and the process stops when his application has been received in the organization.

Judging from the above various definition of recruitment as given by professional and scholars, it is apparent that recruitment borders or deals with the planned advertisement of existing vacant position in an organization in order to woo or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization. Based on the above recruitment is a very specialized field in Human Resources practices as it involves techniques that will adequately identify the pool of skilled and quality applicants.

2.1.3 Types of Recruitment

Internal Sources of Recruitment

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. [24], 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.

Aspects of recruitment under internal sources are as follows:

Promotions: It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment effrontery often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts [25].

Transfers: Transfer is a lateral shift causing movement of individuals from one position to another. Consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments [26].

Job Posting: Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment.

Job bidding: is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder.

There are number of key advantages in using internal recruitment and these include:

Labour Turnover: The turnover of valuable employees is reduced through internal placement. Here, star employees within the company can be reassigned to an area within the organization where the need is greater. Restricting the vacancy to internal candidate can also help retain employees who might otherwise have left the organisation [27].

Performance: Internal recruitment might offer cost saving in the human resource management process because of the record of performance available to recruiters. An internal candidate has developed a record of accomplishment of performance during employment that provides the most accurate assessment of

her on the job professional skills and experience. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates [28].

Time Value: When qualified candidates exist internally, recruiting candidates internally can decrease the time it takes to fill a position. This is particularly useful in a tight job market, when the number of external candidates applying for a given job opening can become astronomical. In such cases, selecting among qualified internal candidates may be efficient because it offers costs savings, such as those associated with advertising and from using staffing resources to interview numerous external candidates.

Corporate Culture: Corporate culture might formally relate to the goals and objectives of the company as articulated in its vision and mission statement. It informally includes the business attitude, customs and etiquette. An external candidate that fulfills the experience and skills needed for a position might not fit into the organizational culture. Internal candidates are already familiar with the company's culture, policies and procedures. For example, this might manifest itself in how meetings are conducted, projects are organized or the use of consensus building in the decision-making process.

Disadvantages of Internal Recruitment

The principal disadvantages of internal recruitment are:

Limited Choice: Internal recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Internal recruitment does not tap any candidate from outside the organization; hence, the number of potential candidates for the post is limited to those from within the organisation. There may be far better external candidates who have more experience and better qualifications [29].

Implementation of Traditional System: Internal recruitment requires the implementation of traditional form, system, process and procedures. In addition, this limits the scope of fresh talent in the organization [30].

Position: In using internal recruitment, existing employees, whether competent or not, will feel that they have an automatic right to be given a more senior post.

Costly: Taking into consideration that when an employee is promoted, instantly vacancy instantly arises. In this regard, another employee is to be recruited to fill that position, which may be costly affair.

Limited Internal Sources: The source of supply of manpower is limited in internal recruitment method. When an employee is promoted, his/her previous position will be vacant and another personnel is to be recruited to fill that vacant position.

External Sources of recruitment: External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations. 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, labour office, education and training establishment [31]. Details of these sources are discussed in this section.

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. As cited by [32], an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. 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 [33], 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 [34].

E-Recruitment: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. [35], 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 [36]. Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems [37].

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 HR 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. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates [38].

Employment Agencies: Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, 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.

Labour Offices: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries [39].

Educational and Training Establishments: Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization.

As with any recruiting method, hiring from outside an organization instead of promoting from within the company carries both advantages and disadvantages. Some of the advantages are:

- i. When an organization recruits externally, it opens the organization up to a larger pool of applicants, which increases its chance to find the right person for the job.
- ii. Looking outside the organization also allows a company to target the key players that may make its competition successful. Hiring a candidate with a proven record of accomplishment for the competition allows the company to get an insider's view as to what the competition is doing to be successful. This gives the organization a chance to stay a step ahead of the competition.
- iii. External recruitment provides an opportunity for a fresh outlook on the industry that a company may need to stay competitive.
- iv. Bringing in fresh talent from the outside can help motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity.
- v. Hiring an external candidate also opens up many opportunities to find experienced and highly qualified and skilled candidates who will help a company meet its diversity requirements.
- vi. The biggest advantage of external recruitment is that the company has no limited supply of candidates and can choose employees all over the world.

Concept of Selection

Definition of Selection

[40], refers to selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. “Whereas the recruitment process is aligned to encourage individuals to seek employment with the organisation, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organisations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers [41]. With the oversupply of unskilled applicants [42], it can be assumed that employers would be very careful before selecting any applicants. 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.

[43], as well as [44], 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. [45], 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.

Classical Approach Theory

The Classical approach theory emphasizes Training on the job and the provision of monetary incentives to raise employee performance. According to the theory, it is possible to increase productivity from individual workers. This can be done through training the workers on the job. This can be enhanced by providing incentives to the employee. Monetary incentives are cited as one way of motivating the employee. According to this theory, the two, (Training on the job and the provision of monetary incentives) can act as the major factors for higher levels of output.

2.3 Empirical Review

According to [46], employee productivity is basically related to performance in terms of individual goals. Again, performance measurement is one of the most difficult topics for managers. Measuring performance is similar to performance appraisal. Performance appraisal provides an assessment of how an individual employee is performing and gives an insight into what such an employee would have to do to raise their effectiveness. Some employers peg employee remuneration on the basis of their scores in performance measures. There many aspects that are looked into during such exercises. The most prominent is arguably the rate of completion of assigned tasks, the accuracy and deliverability of such tasks. According to [47] such measures are difficult at best and re often inaccurate. In such circumstances, relying on them for anything could be prejudicial to the employee. Coole adds that they are subjective rather than objective and as such should not be a basis for determining emoluments to employees.

Productivity has been described by [48] as the level of an individual's work achievement after having exerted effort. They believe that productivity is an individual phenomenon. However, certain environmental factors will have a significant bearing on performance. According to Herti, determining the individuals work as attempted by various evaluations gives the organization certain advantages. Evaluations and assessments could also have a negative influence on the individual. Herti, however, points out that successful organizations in the private sector are adherents of the various work measurement and evaluation schemes. [49] gives the example of certain organizations that have seen sustained superior performance over the years. He also links these organizations’ success to their superior organizational culture. Measuring performance is part of that corporate culture. Organizational structures and advanced human resource management practices, including the use of realistic job pre-view techniques as well as employee evaluation have also been cited as part of that organizational culture [50].

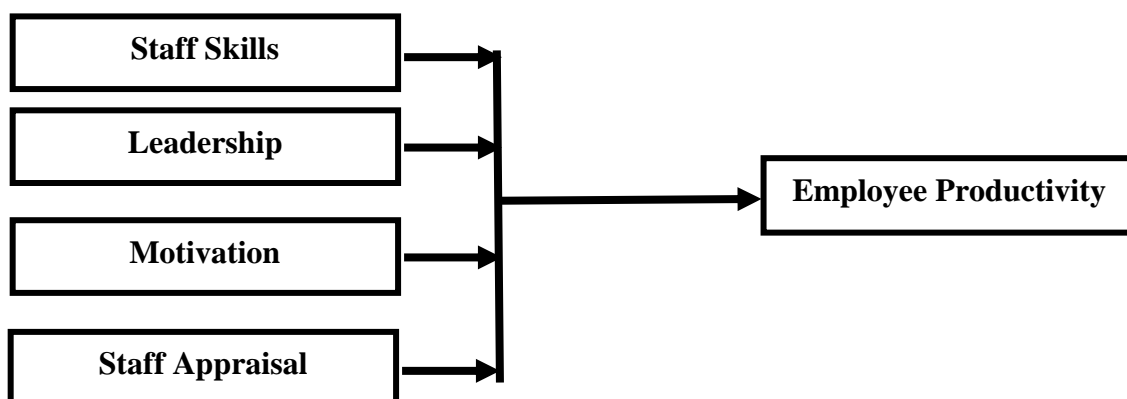
The concern of managers at different levels in organizations centers is effective in improving productivity [51]. The organizational culture should inspire cooperation and teamwork, from top to bottom in the

company. The manager should provide incentives to workers in an organization, preferably by transferring a suitable kind of leadership to bring about the kind of organizational culture where people identify their interests with that of the cooperation. The managers should also find out the kind of organizational culture where people identify their interests with that of the corporation, find dignity and satisfaction in their work, with consequent effects on increased productivity, morale and pride in being part of the organization [52].

According to [53], employees need to be motivated. Mullins describes Motivation as a managerial process of engaging employees into behaviour whose objective is to drive the organization to effectively achieve its objectives. Other scholars when analyzing this approach define Motivation as a process that is initiated by a physiological or psychological need, which causes a specific behavior or drive in order to achieve a goal or incentive. In this definition, motivation is seen in three dimensions which are independent and interacting elements, needs, drive and incentives.

[54], investigated the effects of training and manpower development on employees' productivity and organizational performance using First Bank of Nigeria Plc. as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study show that training and manpower development has significantly enhanced employee efficiency and job productivity in the bank. Also, [55] examine whether employees' training and development enhances work efficiency in the banking industry. Primary data were used for the study were generated through the use of questionnaires. The study employed a sample of 395 respondents from a population of 35,386 from the five banks used as case study. Simple random technique was used to select the respondents and data collected were analyzed using descriptive statistics, and Pearson's moment correlation. Multiple regressions were employed to test the hypothesis. They found evidence that organizational commitment to training and development, frequency of training and development, and reward for best performance significantly improve organizational performance in the Nigeria banking sector.

[56], asserted in their study that highly skillful and knowledgeable staff is very necessary for the improvement of the organization. Training increases the productivity of employee, improves the services of the employee and brings the positive change in the organization. Training gives the outcome in the shape of tangible and intangible. Similarly, [57] assess the impact of training and development on organizational performance using primarily sourced data from 100 employees of different organizations in Pakistan. The study employed descriptive statistics and found that training are regarded as costly but the advantages of employee training are much more than its disadvantages since training and development has positive effect on organizational performance.



METHODOLOGY

3.1 Research Design

Research design is a plan, mode or conceptual structure of the research and type of approach adopted in the study. It can also be explain as the blue print for the measurement of variables, collection and analysis of data. The choice of research design depends on the objectives of the research in order to be able to

answer the research questions [59]. The study used a cross sectional survey design for data collection and data analysis. The research design helped in examining relationships among the variables as argued by [60]. Cross sectional survey design refers to the selection of a relatively large sample of people from a predetermined population

3.2 Research Strategy

The research based on assessing recruitment and selection practices of selected construction firms in the Ashanti Region. Quantitative analysis was used as the research strategy to achieve the research aim of investigating into recruitment and selection practices adopted by this firm. The study will use secondary data. These approaches were satisfactory tools for collecting data for the sample population to investigate the topic under study [61]. Quantitative research is a formal, objective, systematic process in which numerical data are used to obtain information.

3.3 Population of the Study

[62], defined population as the group of elements that possess the information sought and about which inferences will be made. The population, as far as this research is concerned, embodied contractors and human resource officers within the various departments in established construction firms and statutory authorities and other government institutions in the Ashanti region whose duties include the recruitment and selection of construction workers. The population for this study concentrated on private and public sector institutions. [63], revealed that there are over 20,000 registered “building contractors” with the Ministry of Water Resources Works and Housing and 12% of these building contractors are in the Ashanti Region. Meaning, the region has about 4,400 registered contractors. Nevertheless, according to the Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2012) there are sixty-two (62) members of contractors in good standing who have also registered with the Ministry of Water Resources, Works and Housing. Therefore, the sixty-two (62) contractors was used for the study.

The variables used are;

EP= Employee Productivity

SS= Staff Skill

LH= Leadership

MO= Motivation

SA= Staff Appraisal

$$EP_t = \beta_0 + \beta_1 SS_t + \beta_2 LH_t + \beta_3 MO_t + \beta_4 SA_t + \Omega_t \dots \dots \dots 2$$

3.7 Data Analysis

After the responses were gathered, every type of data relating to the questions were separated and gathered to answer different research objectives. The information received were classified into answer categories and expressed as percentage frequencies. The research methodology that was used is quantitative. Statistical Package for Social Sciences (SPSS) was used for the analysis with correlation technique.

DATA ANALYSIS AND FINDINGS

4.1 Data Analysis

Table 1; Descriptive Statistics

Variables	EP	SS	LH	MO	SA
Mean	2137235.	21.20167	0.533333	11.91483	115.1128
Median	1419418.	14.50000	1.000000	10.09000	117.8722
Maximum	6232244.	72.80000	1.000000	28.02000	354.6500
Minimum	106183.0	6.600000	0.000000	6.850000	8.037800
Std. Dev.	2023509.	16.36632	0.507416	5.124963	88.10931
Skewness	0.825228	1.775725	0.133631	1.584630	0.962696
Kurtosis	2.320595	5.454263	1.017857	4.953679	3.879420
Jarque-Bera	3.981991	23.29525	5.000399	17.32633	5.600639
Probability	0.136559	0.000009	0.082069	0.000173	0.060791
Sum	64117059	636.0500	16.00000	357.4450	3453.385
Sum Sq. Dev.	1.199014	7767.832	7.466667	761.6921	225134.3
Observations	20	20	20	20	20

Source: Authors' computation 2022

As shown in Table 1, the mean, median, standard deviation as well as the skewness, kurtosis Jarque-Bera of the variables of interest are manifest. The various statistics indicates that the variables have different distributions. EP shows the mean value of 2137235.0, median value of 1419418.0, the maximum and minimum values of 6232244.0 and 106183.0. Meanwhile, the Skewness value is 0.825228 implying that the EP is positively skewed, the Kurtosis value is 2.320595 indicating that it is platykurtic (thin tail) because it is less than 3 while the Jarque-Bera p-value was 0.136559 implying that EP was normally distributed. Inflation as one of the variables used in this study shows the mean value of 21.20167, median value of 14.50000, the maximum and minimum values of 72.80000 and 6.600000. However, the Skewness value is 1.775725 indicating that the SS is positively skewed, the Kurtosis value is 5.454263 signifying that it is leptokurtic (fat tail) in nature while the Jarque-Bera p-value is 0.000009 suggesting that SS is not normally distributed.

Leadership reveals the mean value of 0.533333, median value of 1.000, the maximum and minimum values of 1.000 and 0.000. However, the Skewness value is 0.133631 indicating that the LH is positively skewed, the Kurtosis value is 1.017857 signifying that it is platykurtic (thin tail) that is less than 3 while the Jarque-Bera p-value is 0.045 implying that LH is not normally distributed. Motivation indicates the mean value of 159.246, median value of 168.290, the maximum and minimum values of 480.000 and 0.100. The Skewness value is 0.385 indicating that the LH is positively skewed, the Kurtosis value is 2.221 meaning that it is platykurtic (thin tail) while the Jarque-Bera p-value is 0.082069 implying that LH is normally distributed. Also, Motivation shows the mean value of 11.91483, median value of 10.09000, the maximum and minimum values of 28.02000 and 6.850000. The Skewness value is 1.584630 representing that the exchange rate was positively skewed, the Kurtosis value is 4.953679 meaning that it is leptokurtic (thin tail) while the Jarque-Bera p-value is 0.000173 implying that motivation (MO) is not normally distributed. Mesokurtic: Distributions that are moderate in breadth and curves with a medium peaked height. 3, Leptokurtic: More values in the distribution tails and more values close to the mean (i.e. sharply peaked with heavy tails) more than 3 and Platykurtic: Fewer values in the tails and fewer values close to the mean (i.e. the curve has a flat peak and has more dispersed scores with lighter tails). Less than 3.

Inferential Statistics

Correlation technique analysis is a test of “**strength**” and “**relationship**” between two or more variables base on the following reasons; the sample was randomly drawn from population and the values for the variables are mutually exclusive. Below are the presentation of inferential analysis of research in line with research questions and research hypotheses specified.

$$r_{xy} = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

Table 2: Correlations Matrix

Variables		Employee Productivity	Staff Skill	Leadership	Motivation	Staff Appraisal
Employee Productivity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	20				
Staff Skill	Pearson Correlation	-.059	1			
	Sig. (2-tailed)	.199				
	N	20	20			
Leadership	Pearson Correlation	.178**	.036	1		
	Sig. (2-tailed)	.000	.435			
	N	20	20	20		
Motivation	Pearson Correlation	.449**	.061	.321**	1	
	Sig. (2-tailed)	.000	.184	.000		
	N	20	20	20	20	
Staff Appraisal	Pearson Correlation	.273**	.055	.361**	.432**	1
	Sig. (2-tailed)	.000	.233	.000	.000	
	N	20	20	20	20	20

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 showed the correlation matrix coefficient indicates the nature and extent of the relationship between Employee Productivity (EP), Staff Skill (SS), Leadership (LH), Motivation (MO) and Staff Appraisal (SA). Its numerical value ranges from -1 to +1 (-1 ≤ r ≤ +1). Where **r** is (**Cr**). The analysis showed also that there are negative and positive relationships between and among the variables, where employee productivity (EP) is the dependent variable and others are independent variables, For instance, employee performance (EP) was positively related to all the predictor variables while the predictor variables are positively related to one another at different degrees. Employee productivity (EP) was positively related to Motivation (MO) at 0.449* (44.9%) and it was significant at 0.05 level of significance, this implies that, employee productivity depend on the level of Motivation (MO) at a particular time. Likewise, Employee Productivity (EP) has positive relationship with Leadership (LH) at 0.321** (32.1%) and it was significant at 0.01 and 0.05 level of significance. employee productivity has positive relationship with Staff Appraisal (SA) at 0.432** (43.2%) and it was significant at 0.05 level of significance, which mean, where is a positive relationship between effectiveness and Employee Productivity (EP). Lastly, from the correlation matrices table above in table 2, the correlation coefficient between Staff Appraisal (SA) and employee productivity (EP) at zenith bank was significant. Its numerical value ranges from -1 to +1 (-1 ≤ r ≤ +1), (-1 ≤ .273 ≤ +1). Upon the relationship between Staff Appraisal (SA) and Employee Productivity (EP), it was significant (P>0.05) (0.000<0.05), that mean, taking much appraisal will increase employee productivity.

Conclusion

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company [64]. The methods for the recruitment and selection of banking staff by director include internet recruitment,

radio advert, television advert, newspaper advert, professional association(s), employment agencies, employee referrals, recruitment from school, job proofing, in-house (internal recruitment), initial job offers and the labour office. Hence, the management objective for recruiting workers despite the existing recruitment and selection policy must be re-looked at to avoid critical failure in-terms of recruitment purpose including undesirable levels of staff turnover and claims of discrimination from unsuccessful job applicants.

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