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**A CRITICAL ANALYSIS OF THE RECRUITMENT AND SELECTION PROCESS IN THE
NIGERIAN PUBLIC SECTOR: A CASE STUDY OF THE NATIONAL SPACE AND
RESEARCH DEVELOPMENT AGENCY**

A dissertation submitted in partial fulfillment of the requirements of the Royal
Docks Business School, University of East London for the degree of **MA**.

International Human Resource Management.

MAY, 2015

13,128 words

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TABLE OF CONTENTS

DECLARATION	7
ACKNOWLEDGEMENT	12
ABSTRACT	15
1 CHAPTER ONE	17
1.0 INTRODUCTION	17
1.1 OBJECTIVES	17
1.2 PROPOSED METHODOLOGY	19
1.3 RATIONALE OF THE STUDY	19
1.4 STRUCTURE OF THE STUDY	21
2 LITERATURE REVIEW	23
2.0 RECRUITMENT AND SELECTION	23
2.1 USE OF SOCIAL MEDIA AND INTERNET BASED RECRUITMENT PRACTICE	33
2.2 NIGERIA CIVIL SERVICE RECRUITMENT	34
2.2.1 RECRUITMENT METHOD INTO PUBLIC SERVICE	35
2.2.2 TYPES OF APPOINTMENT IN NIGERIA PUBLIC SERVICE	36
2.3 CHALLENGES OF RECRUITMENT AND SELECTION IN THE NIGERIAN PUBLIC SECTOR	38
2.3.1 EFFECTS OF HR ON RECRUITMENT AND SELECTION PROCESS	39
3 CHAPTER THREE	41
3.1 INTRODUCTION	41
3.2 RESEARCH AIMS AND OBJECTIVES	41
3.3 RESEARCH PHILOSOPHY	42
3.4 RESEARCH DESIGN/ APPROACH	45
3.5 DATA SOURCES	47

3.6	SAMPLE TECHNIQUES	48
3.7	DATA ANALYSIS	49
3.8	RELIABILITY AND VALIDITY	49
3.9	LIMITATIONS OF THE STUDY	50
4	CHAPTER FOUR	52
4.1	INTRODUCTION	52
4.2	SOCIO-ECONOMIC CHARACTERISTICS OF RESPONDENTS	52
4.3	DEMOGRAPHICAL INFORMATION OF RESPONDENTS	52
4.3.1	TRAINING SYSYTEM AND SELECTION PROCESS	56
4.3.2	FEDERAL CHARACTER AND RECRUITMENT/ SELECTION	59
4.3.3	GRADING SYSYTEM AND SELECTION PROCESS	61
4.3.4	CONSEQUENCES OF RECRUITMENT AND SELCTON IN THE PUBLIC SECTOR	63
5.0	DISCUSSION OF FINDINGS	67
6.0	CONCLUSIONS	72
7.0	RECOMMENDATIONS	75
7.1	SUGGESTIONS FOR FUTURE RESEARCH	76
	BIBLIOGRAPHY	78
	APPENDIX I	85
	APPENDIX II	87

ABSTRACT

This research was to critically analyse the selection and recruitment in the Nigerian Public service. It aims to know if adequate training is given in the process of recruitment & selection; to access if the process is based on Federal Character Principles and their compliance with best practice; to establish if any form of grading for selection and recruitment practices is used; to establish the consequences of doing recruitment and selection like this and what to change for future successes. A survey was designed and its data was collected by administering questionnaires to selected samples from the National Space Research and Development Agency. The sample was selected through Non-probability sampling method using quota sampling to select samples; 70 respondents were selected from the HR, Science, Administrative and Finance departments. The data collected was analyzed and presented using descriptive tables and frequencies for presentation. At the end of the study, findings revealed that not all employees strongly agreed to all the questions training serves in this process. This means that Training in the public service has not been 100% adopted thereby it's of no significant use. Findings also revealed that the grading system is being biased and not complied with the Federal Character Principle given. Conclusions were drawn afterwards and

recommendations were made for future successes in the process as well the research.

1. CHAPTER ONE

1.1 INTRODUCTION

Every organization wants to achieve a certain goal which can be as a result of effective recruitment and selection of the right persons in the organization. Recruiting and Selecting people into positions where they would perform efficiently is a goal that must be achieved by many organization (Searle, R 2003). Having said that, it would be suggested that organizations should base their preferences on hard technical skills as well as soft personal traits. Employers should try to realize this personal trait in employees when trying to recruit and select. Recruitment & Selection forms are important concepts of HRM which ensures that organization have the human resources, knowledge to enable such organization to function effectively and efficiently. It involves the process of the knowledge that an organization needs to employ people (Dessler, G 2004). The efficiency and effectiveness of any organization whether private or public sector depends solely on the calibre of the workforce involved. The availability of a competent and effective labour force does not just happen but is achieved through an effective recruitment exercise (Peretomode and Peretomode 2001). Recruitment refers to setting up activities that will be used to obtain a number of right people at the right time from the right places (Nickels et al., 1999), and its aim is to select persons who best meet the needs of the organization to develop and maintain qualified and adequate workforce through which an organization can fulfill its human resource plan. The recruitment process starts by specifying human resource requirements that is numbers, skills and levels which are the results of job analysis and human resource planning activities (CIPD, 2010). Information gotten from job analysis and human resource planning activates the next stage in the recruitment process which involves attracting potentially qualified candidates to apply for vacant posts in an organization. This may be done through recruitment within the organization i.e. internal sources or outside the

organization external source of recruitment. Recruiting candidates for the public service has been one of the very crucial tasks of modern administration (Basu, 1994). In Nigeria, the state and federal public service commission serves as agents for recruitment & selection activities (Nwachukwu, 2000). The Federal Civil Service Commission (FCSC) is in charge of the recruitment activities in the Nigerian public service. However, the commission then assigns powers to federal ministries departments to recruit junior staff to posts graded GL 01–06 (Al-Gazali, 2006). The Nigerian public service system emphasizes consistency, standardization, and transparency (Babaru, 2003) in recruiting qualified applicants. But despite all of these qualities, it has been seen that the recruitment process does not have any form of fairness and transparency thereby making it tough and impossible to recruit qualified applicants for jobs.

Problems of recruitment in Nigerian Public Sector could be factors such as inadequate and invalid standards for evaluating job candidates, sources of locating the potential applicants, transparency and independence of the recruiting authority. Environmental factors such as technological, social, political and economic demands also caused problems that affect recruitment in the Nigerian public service. These issues are caused from corrupts leaders who tend to manipulate recruitment and selection processes. Political leaders trying to influence managers by putting their own people even when the candidates are not qualified. They lack the ability and paper work and therefore do not qualify for these jobs while the qualified ones face ill treatment. This often leads to a major setback in the productivity of organizations and candidates will not be able to perform to expectation.

Another problem has to do with the inability to understand the Federal Character Principle of the service; this is as a result of incompetent HR managers used for selection and recruitment process. This means that if they understand the principle, they will be able to organize selection and recruitment without any hitches. Hence, the reason for this research questions are very important to note so as to meet the goal of the objectives. It seeks to answer the research question ‘What are the bases for selection and recruitment selection in Nigerian public sector; if it’s done based on professionalism or biased means and if training serves as a guideline for effective recruitment and selection processes as well as if the process is based on utilizing the system of Federal Character Principles.’”

1.2 Objectives of the Study

The objectives of this study are:

- to know if adequate training is given in the process of recruitment & selection;
- to access if the process is based on Federal Character Principles and their compliance with best practice;
- to establish if any form of grading for selection and recruitment practices is used;
- to establish the consequences of doing recruitment and selection like this and what to change for future successes.

1.3 Proposed Methodology

The study will make use of primary research which will be collected using questionnaires. The Research Philosophy of this research is mainly qualitative

with elements of quantitative methodology and the appropriate method identified for the data collection is an open ended questionnaire.

Questionnaires are defined as the cost effective way of collecting data with the ability to reach a substantive sample (Gilbert, G 2000). The questionnaire will be sent through email using Survey Monkey and will be conducted in Ile-Ife, Osun State, Nigeria.

Nonprobability methodology will be adopted using quota sampling to select participants with questionnaires as the research method. NASRDA has 120 employees and a sample size of 70 employees will be used. This method has been selected as it is easier to set up and less costly compared to probability sampling method. The sample will be based on age grouping and work experiences in order to analyze and reflect the possible differences in application over time and by different categories of employees. The sample of employees will be selected from HR, Science, Administration and Finance Departments. This is because the departments are the pillars of the organization and the researcher will be able to get more information from them. Reason being that these departments is involved in organizing the recruitment and selection of employees as well as registering those that has been selected for registration and record keeping. These departments were also selected because they are involved in the decision making that has to do with grading system, wages and promotions.

1.4 Rationale of the Study

The rationale behind this study is to look at the question why the problem of recruitment & selection occur despite all possible measures to make it done accurately. It also seeks to provide a basis for Nigerian public service and create appropriate recruitment decisions by selecting the best candidates into service and matching them accurately into positions. As it is a known fact that whenever there is recruitment taking place in this sector, politicians for example interfere and make sure that their candidates scale through irrespective of whether they are qualified or not. This eventually leads to organization recruiting staffs that are in most cases incompetent and would lead to low productivity and performance. Whereby adequate recruitment exercise enhances productivity, reduces the rate of labour turnover as well as employee dissatisfaction (Nwachukwu, 2000). The proposed findings and recommendations of this research will then help Nigerian public service commission and their recruiting agencies to select candidates that meet the needs of the workplace and achieve its aims.

1.5 Structure of this Study

The introduction of this chapter is to establish the basis of the study, to justify the importance of undergoing this investigation, and to give an overview of the study. As such, it is in chapter one that the problem of study is established. Chapter two is on literature review which gives an in-depth review of current

and relevant literatures to this project, the views from different researches by researchers will be examined. Chapter three will be on research methodology which deals with how the research will be designed and how it would give a detailed explanation of research methods that will be used. It would analyze the reasons why this method is being used. The chapter four will be on data analysis and presentation which will include the interpretation of data and figures. Conclusions will be drawn at the end from the results of the study and recommendations for effective and efficient recruitment and selection will be made.

CHAPTER TWO: LITERATURE REVIEW

2.0 RECRUITMENT AND SELECTION

Recruitment and Selection is an important element for the success of any organization. Knowledgeable and Skilled workforce will certainly represent a prospective source of competitive advantage for an organization (Khandekar & Sharma (2005). Plumbley (1985) suggested that the profitability and even the survival of an enterprise depends upon the calibre of the people in an organization; which has been argued by (Lewis, 1984; Plumbley, 1985; Smith and Robertson, 1993; Terpstra, 1996) that if candidates are not recruited appropriately can lead to ineffective recruitment and selection methods.

Recruitment processes may begin with advertising vacancies which may be done internally or externally (Chapman & Webster, 2003). According to Gold (2007), he defined recruitment to be the process of generating a pool of applicants into an organization for employment. He furthered explained that applicants who have enough experience and qualifications likely related to the job specifications needed are in due course selected. Armstrong (2006) in his illustrations argued that recruitment is to obtain at a minimum cost suitable candidates to fit into the organization. He said that in order to do this, organization needs to get applicants by assessing, identifying and using suitable sources of applicants. According to researchers Ballatine (2009);

Scolarios, Lockyer & Johnson (2003), explained in their view that recruitment and selection starts by evaluating the need for labour and evaluating job analysis in order to develop clear and person specifications. This is an important part of the recruitment process even before the selection process depending on what the organization is looking for in employees. This in essence means that recruitment and selection process should be done without hitches and the process should be properly defined in order to get the appropriate candidate. In some cases where organizations do not have the appropriate employee in the organization that they could promote, they tend to put up so much effort into recruitment & selection for candidates outside of the organization, Mondy (2010). Mondy (2010:136) further explained that selection process refers to picking out from recruited applicants, those that fit best into a certain position in the organization. . Recruitment is integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization (Peretomode and Peretomode 2001) but matching them with specific and suitable jobs, and assigning them to these jobs as argued by (Chandan, 1987). It should be noted that Job analysis which is the study of what should be done, how, and by whom in current and proposed jobs, begins the recruitment process (McCormick, 1976). This involves putting

together a detailed description of tasks, explaining the relationship of the job to technology and examining the knowledge, qualifications or employment standards and requirements (Jain and Saakshi, 2005). Then Cliford 1994 argued that Job analysis does two things for instance, it explains what is needed to the recruiter about the job itself by specifying the essential duties, and responsibilities involved in doing the job which is the job description as opined by Ash, 1988. While the other describes the skills, knowledge, abilities and other personal characteristics needed to perform the job.

Researchers such as Armstrong M, Johnston J, Dessler G have contributed enormously to the field of HRM and have also given a deep with wider understanding on the branches of HRM such as recruitment and selection, manpower management, job analysis as well as reasons for the aim of recruitment. It is very important for all organization to employ the right persons to the right position which makes recruitment and selection important in all situations. With the way there are issues of shortage of skills and the existence of new technology that puts pressure on employers' performance on R & S; it will be advisable to ensure a step by step analysis for the process. Korsten (2003) HRM theories emphasizes on the strategies of recruitment and selection, outlining the importance of interviews, assessment and examining selection process. As agreed by Chapman & Webster 2003, they explained that

recruitment could be done either online, internal or external. As argued by Newell Shackleton 2000, recruitment should be done internally and argued that if external recruitment has to be done, it must consider internal applicants. There is a considerable advantage for in house employees as it does not require advertisement or recruitment agencies hence, very cheap. He further explained that if preference is given to internal recruits especially for promotions, it will encourage employees to work hard and express their commitment to their job. Jones et al (2006) supports Korsten (2003) on this process of listing out recruitment process on the basis of interview process, advertising, assessment, decision making etc. This implies that recruitment and selection doesn't seem easy as it involves proper planning in order to get the right people and sustain them. Hence, the essence of management process evolves round recruitment of eligible staff and failure to do this may lead to difficulties and disruption on the profitability of the company (Jones et al 2006). Breaugh & Starke (2000:45) argued that in doing this recruitment and selection process in an organization refers to activities that organizations arrange with the purpose of recognising and attracting potential employees. As we know that there is need for replacing employees with those that have new skills in order to develop business growth. Even though in some cases, selecting workers is not just to replace a departing staff or being an addition to

the workforce of an organization but to meet organization's target of recruiting someone who can perform up to standard and show commitment which will enable the attainment of the organizational goal, Dessler (2000). According to Alan Price (2007), he on the other hand argued that HRM in a business context explains recruitment and selection as the process of getting able applications for employment purposes. He further said that the process is not an easy one hence, it needs managing decisions and wide preparation in order to select the appropriate manpower and not just about replacing employees.

It was argued by Costello 2006 that the set of processes and activities which is used in bringing in or employing sufficient number of qualified candidates into an organization is referred to as recruitment. He was of the opinion that individuals and even organizations can select each other in their interests. The processes involved in the recruitment provide the organization with the best candidates or different potentials from which selections can be made. Planning and forecasting is not left out in the recruitment process because it gives room for a successful recruitment. Forecasting in this regard refer to the formulation of plans to eliminate or fill future openings which is based on the needs that may arise in the future Noe, Hollenbeck, Gerhart and Wright (2008). The available talent within and outside the organization can be expanded to retain or attract such talent. What is expected by every stakeholder in an

organization is to being influenced by the strategies, values and culture of the organization. It is therefore the expectation of an organization that the manager must understand various methods to be adopted in recruiting their employees thereby making it possible for the organization to achieve their goals, Amos et al. (2004:34). This is an issue with recruitment & selection in the public sector which has led to an issue with productivity. The ability to attract applicants was not the problem but being able to recruit the right person was an issue. In the course of this study, I found out that in Nigeria there is a large number of unskilled applicants applying for jobs in the public sector, Branine (2008). One of the reasons for this is because there isn't too much task to work on and most of the times they are idle as there isn't much to do. This is a big issue for employers and it would be assumed that they have to be very careful before they select applicants for jobs.

In the case of Jovanovich (2004) his arguments laid emphasis which is attached to recruitment and selection in every human resource management, this is because 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. The system adopted in manipulating, analyzing, acquiring and storing important or relevant information pertaining to human resources

of an organization is referred to as a human resource information system, Huselid (1995). The aim for the system is to aid human resource services from the strategic level to the operational and tactical levels wherein decisions-making problems, recruiting and selection are involved.

There are various indications by different researchers that policies and effective recruitment practices enable recruitment board or human resource managers to locate the best candidate suitable for the vacancies available. The personnel function becomes especially important when recruiting and selecting new administrators. Dressler (2000) was of the opinion that in ensuring workers' performance and positive outcomes of an organization, recruitment and selection plays a vital role. Recruitment and Selection of workers are not only made to replace the departing employees or to add to a workforce but it focus on recruiting workers who can perform at a high level and show greater commitment. Fatiregun 2002 on the other hand argued that recruitment is the process of assessing the job, announcing the vacancy, arousing interest and stimulating people to apply. It is a process of generating a pool of qualified applicants for organization's jobs. Recruitment and selection decisions however, are often taken by the line managers for good reason. Therefore, it is important to know managers and where there is an existence of human resource department has the responsibility of playing more of

supporting or advisory role to supervisors or people who will work with the new employee.

Mullins (1999) was of the view that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. As we know that the first few activities of the human resource management are recruiting and selecting it should be done with importance. The best practices of recruiting and selecting this day is done through web which has loads of activities and it is known as e-recruitment. The essence of this as Dressler (2000) listed are to build a pool of candidates for the job, filling of application forms by applicants, using various selection techniques to point out viable job candidates, send one or more viable job candidates to their supervisor, have the candidate go through selection interviews, and determine to which applicant gets the offer. This is the ideal process for recruitment and selection which is why DeCenzo and Robbins (2005:20) suggested that when the need for selection & recruitment in an organization arises, the process called Human resource planning cannot be overlooked. Planning is one of the most important aspects to conduct a successful recruitment & selection process. There was an issue in (2014) during recruitment & selection process in one of the public sector in Nigeria which later turned into a disaster; this was as a result of inadequate planning.

Planning is a process that should be adopted by several organizations in ensuring that the number of staff needed is recruited and as well as the qualified candidates are selected for the vacant position. The selected candidates must be able to effectively and efficiently manage the task before them which will help the organization in the attainment of their overall strategic objectives. DeCenzo and Robbins (2005:21) also added that human resource managers must ensure appropriate staffs are available to meet the requirements set during their planning and by so doing, human resources management requirement are being determined. Another purpose of planning is to determine and get skilled employees and make them available for the attainment of a set goal. For instance, if the set goal of an organization over a number of years is to diversify by establishing additional organization, the skilled manpower needed will be made available in order to handle the task. Knowing that the people (HR) in the organizations improves product, make decisions are hence important to the success of an organization. As suggested by El-kot & Leat (2008) recruitment and selection processes begin with advertising of existing vacancies in an organization. Although in some organizations, direct applications by mail or in person are used. Other sources of recruitment and selection processes are use of recruitment agencies, career fairs, newspaper Beardwell 2007; Cober & Brown 2006; Gobler et al. 2006;

Tucker 2012). Barstram (2002) and Anderson (2003) then opined arguing that there are different levels of technical experience organizations use for recruitment and selection processes. These methods could be through spreading the word informally from existing employees, family members, consultants or employment agency, Carless (2007). Recruitment and Selection processes focus more on matching the capabilities and inclination of potential applicants against the demands and rewards inherent in a given job (Herriot, 1989; Montgomery, 1996; Plumbley, 1985). Recruitment & Selection remains at the centre of how organizations obtain human resources needed to develop a sustainable competitive advantage over their competitors (Aaker, 1989; Jackson et al., 1989; Pettigrew et al., 1988; Raghuram and Arvey, 1996; Walker, 1992) hence, the issue of staffing in organizations may be without any hitches as it is one of the most important human resource management task as argued by Judge and Ferris, 1994. The fundamental part of the dominant activities underlying human resource management is recruitment and selection and this involve procurement, improvement and reward of workers. It frequently forms an important part of the work of human resource managers within work organizations. Nevertheless, recruitment and selection decisions are often for good reason taken by the line managers. There is a significant sense as the duty of all managers and where there is human resources department. It is

expected that Human resource managers play more of an associate consultative role to those that will handle or work with the new employee. Recruitment and selection also play a central in safeguarding worker's performance thereby having positive organizational outcomes.

2.1 USE OF SOCIAL MEDIA AND INTERNET-BASED RECRUITMENT PRACTICE

Personal information is allowed to be shared on some of the social networking sites like Twitter, Facebook, and LinkedIn among others. These social media has led so many employers to curtain job seekers (Shea and Wesley, 2006; Witham, 2011). The use social networking site enables organizations to authenticate the information provided by applicants. For example, Nigerian Immigration Service as part of the Nigeria Public Service gave room for receiving application online and by so doing, applicants information are being screened after which successful applicants will be called for either an examination or interview. Further motives for the use of social media for the selection purpose is due to the merit it has over outdated human resource tools which are made available without cost as opined by Jacob (2009) and are professed to be dependable source by employers, Kluemper and Rosen (2009). A research was carried out of recent to look into the correlation between the adoption of the social media as a means of recruiting and students attitudes,

Rozelle & Landis (2002). It was theorized that internet recruitment will be seen giving less precise evidence to applicants as related to informal means of employment. Florea & Badea (2013) argued in one of their recent researches which emphasized the method in which the organizations use technology increases or decreases its positive net effect. This in essence means that the use of recruitment program via the internet could help the highly modest and time-consuming process of finding skilled personnel. Another study also addressed the reliability and validity of using social networking sites to screen and select applicants is not known; he argued that until the reliability and validity of the information from social networking sites is realized, organization needs to be very careful when hiring and relying on social networking sites to make their selection decisions Madera (2012).

2.2 NIGERIA CIVIL SERVICE RECRUITMENT

Recruitment means the filling up of vacancies by the appointment of persons not already in the Public Service of the Federal Republic of Nigeria. It however, doe not include the transfer of officers from other Public Service in the Federation to the Federal Public Service (Public service rule). Okotoni .O (1997:1) in one of his researches opined that out of the three foremost factors of production, namely Material, Money and Manpower, manpower is the most

important. It was further argued that the quantity and quality of organizational personnel determine the success of the organization to a large extent. This point was validated by Terry George in his book *The Principle of Management* that “people are far the most important resource available to managers”.

2.2.1 RECRUITMENT METHOD INTO PUBLIC SERVICE

Every ministry in Nigeria adopts a central deployment system. This system is being used by the headquarters of all Ministries, Departments and Agencies (MDAs) to deploy officers on Grade Level 07 (GL 07) and above to their respective field offices. In reference to Cooperative Information Network as the case study, National Space Research and Development Agency (NASRDA) as their mother agency are given the authority in the recruitment of officers into the agency. Officers working under NASRDA are centrally deployed from headquarter in Abuja. However, in the case of junior officers (GL 01 – 06), each center under NASRDA is invested to employ locally and in this case, most people employed are often the indigenious of the state where the center is located which is biased. However, the deployment of staff is being influenced by different factors, these factors which may include departmental need, individual qualification of the applicants and area of specialization, on-going projects which may warrant employing on contract in order to execute the

projects; personal influence and lobby; ability and performance as well as health ground. In some cases, as a retributive measure, deployment can also be carried out. Among the factors impelling deployment of officers, areas of specialization and qualification are hierarchical rather than the requirement in the field offices. It is now so glaring why some field officers are redundant in the field, since the station doesn't actually require their service. Other factors should be secondary basis while the requirement for specific officers should establish the primary basis for employment.

2.2.2 TYPES OF APPOINTMENT IN NIGERIAN PUBLIC SERVICE

Direct appointment to the Nigerian Public Service may be in any of the following categories:

- (a) As trainees or pupils,
- (b) On probation in a pensionable post,
- (c) On non-pensionable contract to a non-pensionable post, or against a pensionable post for a specified period. (d) On temporary basis other than also

When posts prove difficult to fill they shall normally be advertised.

(a) When a candidate for employment requires additional professional experience before he can be regarded as fully qualified for appointment to a specific post, the candidate may be appointed as a trainee or pupil for a

normal service of two years in the post. This period may however, be reduced in special circumstances. On completion of the "trainee period" the pupil may be appointed to the full grade on probation and will not be eligible for confirmation in the service until he/she has fulfilled the conditions laid down in Rule where applicable

(b) A confirmed officer who is advanced to the training grade for the purpose of acquiring the necessary experience to qualify him/her for substantive promotion to a senior post will be treated as if he/she had been seconded hereto and the period of such secondment will not normally exceed the period laid down for the training except with the special advice of the Office of Establishments and Pension.

(c) Except where the Federal Civil Service Commission decides otherwise, all first appointments to the pensionable establishment in posts other than trainee post will be on probation. An officer confirmed in a lower pensionable office will not however be regarded as on probation in a higher post to which he/she is promoted nor will an officer seconded or transferred as confirmed officer from pensionable service elsewhere. ***Adapted from the Public Service***

Rule

2.3 CHALLENGES OF RECRUITMENT AND SELECTION IN THE NIGERIAN

PUBLIC SECTOR

Kaplan and Norton (2004) was of the opinion that the common problem faced in selection and recruitment is human resource planning. They opined that business strategies are being transformed into human resource management policies and practices through a demanding human resource planning. However, it should be known that if any organization wants to achieve its aims, it needs people who are competent. It was on this basis Max Weber stated that applicants recruited into an organization should be selected based on their technical qualifications. There are six geo-political zones in Nigeria and hence should be given equal opportunity for employment as stated by the federal character principle. Unfortunately, some of these zones lack the technological know-how as well as paper qualification which mean they can't fit into the system. This brings about the issue of favouritism as representatives manipulate the system by bringing in their candidates despite that they are not qualified which leads to a setback in the productivity of the organization. This had led to inefficiency among staff in the Nigerian public service and inability to deliver over the years. The public sector of every nation is to help in her national development Briggs 2007 but on the contrary, the performance of public sector in Nigeria has been an issue Adeyemo & Salami

2008. Kagara 2009 explained that the public sector in Nigeria helps to create socio-economic development, guard against the control of the economy from foreign domination and exploitation. In contrast to this, Adeyemo & Salami 2008 argued that the performance of the sector is an issue as the Federal Character system has been politicized hence does not create any form of protection for its system. For this reason, Chuks & Eme 2011 argued that recruitment and selection has been unable to adapt to this political, economic changes because it has created a level of weakness for the public service that leads to economic crisis in the system. Okpala (2012:114) in his book explained that Nigeria lost billions as a result of flagrant abuse of procedures, lack of transparency in the recruitment and selection process.

2.3.1 EFFECTS OF HR ON RECRUITMENT AND SELECTION PROCESS

The major goal of a human resource planning is to get the accurate number of employee with the skills required and know-how in the right job at the accurate time and at the reasonable cost. Past research shows that the capability level of HR supervisors has a major impact on staffing and selection and skilled HR experts within the HR department will not only truncate vacancy duration, but would also improve the quality of the candidates. Moreover,

effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

3.0 CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter relies on different ways that is being adopted by the researcher in gathering information and the analysis of data. Colin 2004 explained methodology as the study of methods. He further explained that Methodology represents the methods used in studying research topic, it illustrates different methods and how it will be used. This chapter consists of the research aims and objectives, the research design that will be used for the study, the research approach, data sources which would include gathering of data and analysing it, questionnaire design, sample size which will explain the technique used to select the samples used for the research. The information and data collected afterwards will be used to answer the questions that have been stated for this study. The chapter will also include data analysis as well as limitations of the study.

3.2 Research Aims & Objectives

The aim for this study is to determine how recruitment and selection in the Nigerian public sector is done compared to best practices of today and therefore based on professionalism or self-biased minds. The research objectives of the study include:

1. To know if adequate training serves as a guideline for recruitment and selection processes;

2. To assess if the process is based on Federal Character Principles and their compliance to the best practices;
3. To establish if any form of grading for selection and recruitment practices is used;
4. To establish the consequences of doing recruitment and selection like this and what to change for future successes.

After this objectives must have been met, it will mean that the aim of the study has been met. Hence in order to do this, the research questions are very important to note so as to meet the goal of the objectives. It seeks to answer the research question ‘What are the basis for selection and recruitment selection in Nigerian public sector; if it’s done based on professionalism or biased means and if training serves as a guideline for effective recruitment and selection processes as well as if the processes is based on utilising the Federal Character Principles.’”

3.3 Research Philosophy

Research philosophies differ on the goals of the research and the way to achieve these goals. When doing a research of this nature, it is very important to consider different research paradigms and matters of ontology and epistemology. Since these parameters describe perceptions, beliefs, assumptions and the nature of reality and truth, it can then influence the way in which the research is undertaken, from its design and methods through to conclusions, hence, it is therefore important to understand and discuss these

details in order that approaches congruent to the nature and aims of the particular inquiry are adopted, and to ensure that researcher biases are understood, and reduced. James and Vinnicombe (2002) explained a caution that we all have our preferences and that we are likely to shape our research designs into suite; Blaikie (2000) also explained these aspects as part of a series of choices that the researcher must consider and shows the alignment that must connect these choices back to its original Research Problem. If this is not achieved, methods incompatible with the researcher's stance may be adopted, with the result that the final work will be undermined through lack of coherence. Why then is it needed to understand differences in philosophies of research? Why not just go ahead and do a survey? It is important first to understand the assumptions behind the research tools you choose. Galliers (1991) research philosophy can be defined as a belief about the manner in which data about a phenomenon is to be collected, used and then analysed. He added that, there are two types of research philosophies; they include the positivist and naturalist research philosophy. In addition, the choice of techniques also depends on your willingness to accept the assumptions underlying each set of tools. Researchers who use quantitative tools, techniques that emphasize measuring and counting, are called positivists; those who prefer the qualitative tools of observation, questioning, and description are called naturalists. Levin (1988) was of the view that, positivists believe that reality can be stable, described and observed from an objective point of view without affecting the phenomena that is studied. He added that,

the observations should be repeatable and isolated. This study will adopt the natural philosophy because it follows the standpoints of natural scientists (Saunders et al, 2003). Positivists and naturalists differ in their assumptions about what is important to study, what can be known, what research tools and designs are appropriate, and what standards should be used to judge the quality of the research. Positivists assume that reality is fixed, directly measurable, and knowable and that there is just one truth, one external reality. In contrast, naturalistic researchers assume that reality constantly changes and can be known only indirectly, through the interpretations of people; they accept the possibility that there are multiple versions of reality. People who are uncomfortable with such uncertainty are more likely to choose the quantitative paradigm with its assumptions of a single, measurable (countable) and knowable truth; people who can tolerate uncertainty are more likely to favor a qualitative paradigm with its acceptance of multiple perspectives of truth and constantly changing reality. Qualitative researchers were equally critical of positivists' work, arguing that the positivists' search for generalizable rules and their focus on quantification ignored matters that are important but not easily counted and denied the complexity and the conditional nature of reality. Positivists claim there is a single, objective reality that can be observed and measured without bias using standardized instruments. Naturalists, especially interpretive constructionists accept that there is a reality but argue that it cannot be measured directly, only perceived by people, each of whom views it through the lens of his or her prior

experience, knowledge, and expectations. Naturalists seek to explain what they have seen, regardless of whether their findings can be extended beyond the time and circumstances of the current study. Naturalistic research is focused more on understanding what has happened in a specific circumstance than on trying to predict what will happen next. This study is carried out without been influenced by the researcher emotions; respondents will provide the answers to all the questions being asked so that the entire data covers the various aspects of the research objectives and questions.

3.4 Research Design/Approach

Research Designs are plans and procedures used for research that span decisions from broad assumptions to a detailed methods of data collection analysis (Kothari, 2009). This plan involves several decision and they need not be taken in the order in which they make sense. Selecting a research design is based on the nature of the research problem or issue being addressed which was why Cooper (2008) explained that, when selecting a research design it has to be in accordance with what the research objectives is aiming to achieve. We have 3 designs but the most appropriate for this study is the qualitative as explained by Newman & Benz 1998 that these designs represents different continuum and one of the distinction between qualitative and quantitative is that one is framed in terms of using words rather than numbers(quantitative) or using open-ended questionnaires (qualitative) rather than closed(quantitative). Qualitative refers to exploring and understanding

the meaning individuals or groups ascribe to a social or human problem. This process involves emerging questions and procedures, data typically collected in the participants setting, data analysis inductively building from particulars to general themes and researchers making interpretation of the meaning of the data (Creswell 2007).

Creswell also in his book explained that quantitative refers to testing objective theories by examining the relationship among variables. These variables in turn can be measured typically on instruments, so that numbered data can be analysed using statistical procedures unlike qualitative , those involved in this form of inquiry build protections against bias, and are able to generalize and replicate the findings. Denzlin & Lincoln 2005 explained that qualitative procedures demonstrates a different approach to inquire than quantitative research as it involves different philosophical assumptions, strategies of inquiry and methods of data collection, analysis and interpretation. According to Saunders et al (2009) the research design is the overall plan of how the researcher will answer the questions that have been stated and how the objectives of the study will be achieved. He stated that there are three natures of research designs which are exploratory, descriptive and explanatory. The descriptive design shows a precise representation of persons, situations and event (Saunders et al, 2003). Collis and Hussey (2003) stated that, it is used for gathering statistical information about attributes, attitudes or actions of a population by administering standardized questions to some, or all of its members. This study will be designed as a qualitative descriptive research

making use of qualitative survey method. Qualifying descriptive research here to be qualitative despite being clear from the beginning on the qualitative nature of this study is to note that descriptive research can either be qualitative or quantitative. It is descriptive because it answers the questions “what” and “how” and it will enable the researcher to get the information needed from the respondents as to the objectives for the study. The study will then adopt a survey strategy while its data will be collected through the distribution of questionnaires to the sample selected from NASRDA. This method is selected in order to ensure that the data collected goes in line or answers the research objectives and questions that will be answered in this study.

3.5 Data Sources

The data for this research was gathered from primary and secondary source as it involves the use of questionnaire and qualitative data. Questionnaires will be administered in order to collect primary data as explained by DeVaus 2002, he described questionnaire to be all methods of data collection whereby people answer questions in such a way that it’s already known. While Secondary data includes qualitative and quantitative data in form of exploratory, descriptive and explanatory. Qualitative is being used for this study, this is because it answers descriptive questions as illustrated in the research questions. The researcher also made sure that the data collected are reasonable and justifiable. The data collection method will be through questionnaires using the

survey method and will be analysed using figures and percentages for illustrations.

3.6 Sample Techniques

Sampling techniques is needed to be used to reduce the amount of data that is being collected by considering only data from a sub group rather than all possible cases of elements (Saunders et al 2012). It is the framework or roadmap that helps to serve as the basis for the selection of a survey sample and also it affects many other important aspects of a survey in any study. In doing this, we must explain a sample frame that represents the population interest from which a sample is drawn (Lavrakas 2008). The researcher opted for quota sampling method to select participants for the research. It involves age grouping between 18-60 and work experiences and sample will be selected from different departments of the case study. It is important to choose designs that can possibly answer the research question. For this study, a sample size of seventy persons was selected from employees in NASRDA in Ife, Nigeria. Non-probability methodology was then adopted using quota sampling to select participants from employees from all departments which includes the HR, Administration and Finance departments which helped to gather enough and adequate information for this study. The choice was adopted as it is less costly and quick in setting up Saunders et al 2012 unlike probability sampling method (simple random and systematic random to mention a few) which is more expensive especially if the sample size is large in setting up and its concentrated on face to face contact which will not be possible since the

research is not done within the reach of the researcher. This method was also used as it involves selecting samples within the strata available and is always non-random (Barnett 2002).

Also, quota sampling was used as it was easy to divide and select respondents from the size used compare to probability which involves selecting respondents randomly. It also helps in stratifying the data by explaining and classifying into well-defined groups.

3.7 Data Analysis

Data Analysis of study gathered through questionnaires will be categorized into different steps in order to test its richness and validity. Questionnaires were provided and returned with answers which made it clear to the researcher. After which the responses were collated and reviewed to check how sufficient and précised the response given was. The researcher then sorts out the data by grouping all answers that has been given for each of the questions asked. In order to achieve anonymity, questions were not given direct label on their position in the organization so that it will not be linked to them at the end of the research. And then finally, the researcher will make analysis and interpretation of data given; also linking them to older studies.

3.8 Validity and Reliability

Reliability refers to the level in which a data collection techniques and procedures creates results if repeated or if used by another researcher

(Saunders et al. 2012). He furthered explained that its' not easy to test consistency for the reliability of a study due to threat which implies that a researcher needs to use a critical methodology for its research in order to avoid threats for the reliability of findings. These threats could be from participants' error or even from the researcher. It also explains that it can be used to check if questionnaire will have consistent result using different analysis, methods and sample size. Validity refers to the extent in which ones research measures will measure what it is intended to determine. It tends to demonstrate a relationship between two variables that is in a questionnaire based survey, internal validity would create a set of questions that will be related to an analytical factor or outcome. According to Saunders et al., (2009:53) validity defines relationship between variables stating whether the results of findings are actually what they seem.

3.9 Limitations of the study

The study has undergone a few challenges and limitations, one of which was due to the time frame given which was short for the whole project which posed a limitation for the study. Another issue was respondents' not getting access to internet on time which led to late response as the researcher was not able to collate data at its specific time. Also, distance denied researcher from getting back questionnaires from respondents at a specific time. At the beginning of the study, random probability sampling method could have been used to pick respondents and questionnaires sent through email. Eventually

this was changed because it could be difficult to get emails from all the persons selected at the same. Hence, quota sampling was used to select respondents from some of the departments and survey monkey was used to distribute questionnaires in order to get responses and collate data at once.

4. CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

A total of 70 invitations for the online survey were sent out via the site survey monkey, which did not yield any invalid responses. Data collected will be analyzed in this chapter in order to carry out the necessary tests, discussions and also to give interpretations. This chapter will form the foundation for the conclusions that will be drawn and recommendations for future purposes.

4.2 SOCIO ECONOMIC CHARACTERISTICS OF RESPONDENTS

4.3 DEMOGRAPHICAL INFORMATION OF RESPONDENTS (70)

Table 4.1 Gender of Respondents

Male	48	68.6
Female	22	31.4

Table 4.1 shows the gender distribution of respondent. The result shows that the respondents comprised of 48 males (68.6%) and 22 females (31.4%). As shown in the table above, we can deduce that majority of the respondents were males.

Table 4.2 Educational Qualification of Respondents

	FREQUENCY	PERCENTAGE
WAEC/GCE	4	5.7
ND/HND	5	7.1
Degree	45	64.3
Masters	9	12.9
PhD	7	10

This section presents the findings on socioeconomic characteristics of the respondents. Findings on educational Qualification revealed that 5.7% of the respondents have WAEC/GCE as their educational qualification, 7.1% have ND/HND as their educational qualification, 64.3% of the respondents have BSc as educational qualification, while 12.9% of the respondents have Master's degree as their educational qualification and the remaining 10% of the respondents have PhD as their educational qualification. This is an indication that majority of the respondents under study are university graduates.

Table 4.3 Departments/ Role of Respondents

Financial accounting	6	8.6
Budgeting	3	4.3

Science	40	57.1
Human resources	9	12.9
Administration	12	17.1

Findings on the department distribution of the respondents as presented in table 1 revealed that majority of the respondents representing 57.1% are in science department, followed by 17.1% which are in Administration department. Respondents from human resource department amount to 12.9% of the respondents, while budgeting and finance department account for 4.3% and 8.6% respectively. This could be as a result of the nature of the employment at the national space research institute. The gender distribution of the respondents indicates the dominance of male with a share of 68.6% of the respondents as against the female with a share of 31.4% of the respondents. This is an indication that male staffs are more than the female staff in the establishment.

Table 4.4 Age of Respondents

18 – 30yrs	15	21.4
31 – 40yrs	33	47.1
41 – 50yrs	19	27.1

51 – 60yrs	3	4.3
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Findings on the age distribution of the respondents as presented in table 1 b revealed that respondents with 31 – 41 years age bracket have larger proportion with a share of 47.1% of the respondent, followed by respondents that falls within the age bracket of 41 – 50 years with a share of 27.1%, while respondents that falls within the ages bracket of 18 – 30years have a share of 21.4% and lastly respondents that are above 30years have a share of 4.3%. This is an indication that majority of the respondents' falls within the active and productivity age.

Table 4.5 Years spent by Respondents in the Organization

1 – 10yrs	34	48.6
11 – 20yrs	25	35.7
21 – 30yrs	8	11.4
31 – 40yrs	3	4.3

Findings on the years of experience revealed that majority of the respondents have stayed in the establishment for between 1 – 10years with a proportion of 48.6%, closely followed by the respondents that have stayed in the organization for between 11 – 20years, while only 11.4% and 4.3% of the

respondents have stayed in the organization for between 21 - 30 years and 31 – 40years respectively. This is an indication that majority of the respondents in the organization have between 1 – 20years experience.

Table 4.6 Frequency of Recruitment Exercise

Every year	0	0.0
Once a year	70	100.0
Twice a year	0	0.0
Thrice a year	0	0.0

It was also discovered from the findings that the organization recruits once in a year as revealed from the view of all the respondents.

4.3.1 Training System and Selection Process

Table 4.7 Training of employee in the public services are considered during recruitment and selection process?

	No of Respondents	Percent (%)
Strongly Agree	1	1.4%
Agree	3	4.3%
Just Agree	66	94.3%
Disagree	0	0%

Strongly Disagree	0	0%
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Findings on training system and selection process as presented in table 4.7 above revealed that 66(94.3%) of the respondents just agree with the assertion that training of employee in the public services are considered during selection process, while only 1(1.4%) and 3(4.3%) of the respondents strongly agree and agree respectively. This is an indication that to a large extent training of employee in the public services plays a vital role during selection process.

Table 4.8 Training is an essential element of Recruitment exercise?

	No of Respondents	Percent (%)
Strongly Agree	0	0
Agree	1	1.4
#Just Agree	69	98.6
Disagree	0	0
Strongly Disagree	0	0
Total	70	100%

All the respondents agrees with the assertion that training is an essential elements of recruitment exercise as evident with the views of 69(98.6%) of the respondents and 1(1.4%) of the respondents just agree and agree with the assertion. This corroborated the first assertion that training is important and plays a vital role in selection process.

Table 4.9 Adoption of employees training in public services helps in Selection and Recruitment process?

	No of Respondents	Percents (%)
Strongly Agree	2	2.8
Agree	2	2.8
Just Agree	66	94.3
Disagree	0	0
Strongly Disagree	0	0

Findings on table 4.9 above interprets that 2.8% of respondents strongly agree that the adoption of employee training helps in selection process; while 94.3% 'just agree' to this assertion.

Table 4.10 One of the guiding principle during Recruitment and Selection is Training?

	No of Respondents	Percents (%)
Strongly Agree	7	10
Agree	15	21.4
Just Agree	0	0
Disagree	48	68.5
Strongly Disagree	0	0

One of the guiding principle for recruitment and selection should be Training, but it was discovered that 68.5% disagree to this assertion while just 10% 'strongly agree'. This means that Training system is not really seen as a guiding principle even though it plays a significant role during selection process; many of the respondents still feel that there is need for more commitment based on

the results from the analysis. Furthermore, it was deducted from the analysis that respondents were not accurate in their judgement.

4.3.2 Federal Character and Recruitment / Selection Process

Table 4.11 Are Selection and Recruitment in the public service guided by the Federal Character Principle?

	No of Respondents	Percent (%)
Strongly Agree	12	17.1%
Agree	0	0%
Just Agree	6	8.6%
Disagree	0	0%
Strongly Disagree	52	74.3%

Findings on federal character and recruitment process in the public services as presented in table 4.11 revealed that 12(17.1%) of the respondents attest to the assertion that recruitment and selection process are guided by federal character principle, 52(74.3%) of the respondents ‘strongly disagrees’ with the assertion, while 6(8.6%) of the respondents just agree with assertion. With this analysis, we could see that federal character principle is not properly adopted into the process as expressed by the respondents. It’s been stated that when recruitment and selection is involved, it should be guided by federal character but 52respondents has disagreed that its being adopted in the selection process to play an important role in the process.

Table 4. 12 Ethnicity and Religion play any role in influencing Recruitment and Selection practices in public sector?

	No of Respondents	Percent (%)
Strongly Agree	45	64.3%
Agree	25	35.7%
Just Agree	0	0
Disagree	0	0
Strongly Disagree	0	0

Findings on ethnicity and religion influence on recruitment and selection process as presented in table 4.12 revealed that 25(35.7%) of the respondents agree with the assertion that ethnicity and religion plays a role in influencing recruitment and selection process, while 45(64.3%) of the respondents strongly agree with the assertion. This is an indication that ethnicity and religion plays a role in influencing recruitment and selection process in the public services; that explains that recruitment and selection process are sometimes not done on merit basis.

Table 4.13 Adoption of Federal Character in public service helps in the Recruitment and Selection process?

	No of Respondents	Percent (%)
Strongly Agree	21	30%
Agree	49	70%
Just Agree	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

The Federal Character system is the guide to what needs to be done during recruitment and selection for the public service has explained in chapter two above. So if 21(30%) ‘Strongly agree’ that federal character is been adopted, then there need to be a composition whereby things will be reviewed.

Table 4.14 Federal Character is one of the major guiding principles during Recruitment and Selection process?

	No of Respondents	Percent (%)
Strongly Agree	15	21.4%
Agree	52	74.3%
Just Agree	3	4.3%
Disagree	0	0%
Strongly Disagree	0	0%

In table 4.14 above, 21.4% strongly agree to the assertion that Federal character is a major principle that should be used, while 74.3% ‘agreed’ and 4.3% just agree respectively.

4.3.3 Grading System and Selection Process

Table 4.15 Grading systems are adopted during Recruitment and Selection process?

	No of Respondents	Percent (%)
Strongly Agree	11	15.7%
Agree	0	0%
Just Agree	9	12.8%
Disagree	50	71.4%
Strongly Disagree	0	0%

Findings on grading system and selection process as presented in table 4.15 revealed that 50(71.4%) of the respondents disagree to the assertion that grading system is adopted during recruitment and selection process, while 11(15.7%) of the respondents strongly agree with the assertion while 9(12.8%) of the respondents just agree with the assertion. However, this is an indication that the grading system is not properly adopted during recruitment process.

Table 4.16 Grading system is an essential element of recruitment exercise?

	No of Respondents	Percents (%)
Strongly Agree	53	75.7%
Agree	17	24.3%
Just Agree	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

The views of the respondents established that the grading system is not just adopted but rather it is an essential elements during recruitments and or selection process. This was derived from the views of 53(75.7%) and 17(24.3%) strongly agree and agree with the assertion that the grading system plays an essential role in recruitment exercise but the question is if it's in use. They all attest to the assertion that grading system is one of the guiding principles during recruitment and selection process

Table 4.17 Adoption of Grading systems in public service helps in Recruitment and Selection process?

	No of Respondents	Percent (%)
Strongly Agree	15	21.4%
Agree	0	0%
Just Agree	6	8.6%
Disagree	0	0%
Strongly Disagree	49	70.0%

In table 4.17 above, 70% of the respondents 'strongly disagree' helps the recruitment and selection process; 15% strongly agree and 8.6% just agrees respectively.

Table 4.18 One of the guiding principle during Recruitment and Selection is grading system?

	No of Respondents	Percent (%)
Strongly Agree	6	8.6%
Agree	50	71.4%
Just Agree	10	14.4%
Disagree	0	0%
Strongly Disagree	4	5%

In table 4.18, 8.6% of the respondents have strongly agreed to this assertion, 71.4% agreed, 14% just agreed and 5% have strongly disagreed to this assertion. With this analysis, it could be agreed that grading system is seen as one of the guiding principle but the question is how effective is this managed?

4.3.4 Consequences of Recruitment and Selection in Public Sector

Table 4.19 Recruitment and Selection process has improved professionalism and productivity using your department as an example?

	No of Respondents	Percent (%)
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Strongly Agree	7	10.0%
Agree	20	28.5%
Just Agree	0	0
Disagree	25	35.7%
Strongly Disagree	18	25.7%

Findings on the consequences of recruitment and selection in the public sector as presented in table 4.19 revealed that 25(35.7%) of the respondents disagreed to the assertion that recruitment and selection process has improved professionalism and productivity among staff in the public services; while 10% strongly agree, 25.7% strongly disagree. This is an indication that individual staff do not really adhere strictly and diligently to their various responsibility so as to aid their performance during selection process for promotion.

Table 4.20 It eradicates unlawful exercises?

	No of Respondents	Percent (%)
Strongly Agree	15	21.4%
Agree	55	78.6%
Just Agree	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

They all agree with the assertion that following due process during recruitment and selection process eradicates unlawful recruitment exercise.

Table 4.21 Selection process enable the entire applicant to have equal chances of been selected?

	No of Respondents	Percent (%)
Strongly Agree	2	2.9%
Agree	5	7.1%
Just Agree	63	90.0%
Disagree	0	0
Strongly Disagree	0	0

In table 4.21 above, only 2.9% strongly agree to this that selection process enable the entire applicant to have equal chances of been selected; 7.1% agree and 90% of respondents 'just agree' to this statement. All the respondents attest to the assertion that the recruitment process enables the entire applicant to have equal chance of being selected but emphasis will be laid on the 2.9% that strongly agreed to this statement.

Table 4.22 Selection process in the public services promotes ethical balances and reduces bias?

	No of Respondents	Percent (%)
Strongly Agree	0	0%
Agree	20	28.6%
Just Agree	5	7.1%
Disagree	45	64.3%
Strongly Disagree	0	0%

In the table, 64.3% disagree that selection process in the public service promotes ethical balances and reduce bias; while 7.1% just agree and 28.6% agree respectively. If we have to weigh this, the % of respondents who

disagree is more than those that agreed that the process promote ethical balance and reduces bias among staff in the public services.

5.0 CHAPTER FIVE: DISCUSSION OF FINDINGS

The data representation and analysis has helped in getting answers to the research questions as well as satisfy the study objectives. The responses gathered are therefore discussed with reference to each of the research questions.

The study revealed that even though Training services are considered as important during selection processes. There is still a wide gap that affects this importance, looking at the analysis from respondents just 1.4% “strongly” agrees that Training is considered. According to Bedeia 1987, he explained that Training is an act of increasing the knowledge and skills of an employee in doing a particular job which would aid productivity. Another question which was on the adoption of employee training during selection processes indicates that just 2% “strongly agree” while 94.3% “Just agree” to this assertion. Another question states if Training serves as a guiding principle for recruitment and selection 68.5% disagree to this assertion. This means that Training is not 100% adopted into the system even though in the analysis respondents considered it to be important. One major principle for recruitment and selection should be Training, but it was discovered that 68.5% disagree to this assertion while just 10% ‘strongly agree’. This means that Training system in the public sector plays a significant role during selection process but many of

the respondent still feel that there is need for more commitment based on the results from the analysis. Furthermore, it was deducted from the analysis that respondents were not accurate in their judgement.

Secondly, looking at the analysis above for the Federal Character Principle 17.1% of respondents “strongly agree” i.e it is guided by this principle while 74.3% “strongly disagree”. According to the public service rule, the Federal character principle serves as rule that guides in recruitment and selection and should be done without bias of race or religion. This also led to asking if ethnicity and religion has an influence in recruitment and selection practices; 64.3% “strongly agree” that means respondents must have experienced this defects and accept that one’s religion or background affects being recruited in the public service. Another analysis which is very important and vital is the question which states if Federal Character is a major guiding Principle, 21.4% of the respondents strongly agree to that statement. With this analysis, it could be said that though this principle exists it still need to be well articulated for effective recruitment and selection process.

Grading system and Selection process also revealed some aspects of directives on its questions which explain if grading system is adopted. The analysis under the first question reveals that 15.7% “strongly agree” to this assertion.

According to vanguard newspaper (2007), the grading system follows GL 01

#133,000; GL 04 #144,000 while board of directors #2.271m. If converted to in dollars that will amount to \$87, \$94 and \$1,478. This is ridiculous as even the directors do not do as much work as the staff members. Looking at the private sector, it can't be compared to what is in the public sector as the gap in pay is much more wider from about 300 – 500% (Babaru, 2003) but with the public sector the salary of the civil servant is not worth it; but as it was analyzed in the study Nigerians take any job not minding the pay rather than being unemployed. Further analysis also states that 8.6% of the respondents 'strongly agree' to the assertion that grading system is one of the guiding principle for recruitment and selection process compared to 77.1% that 'just agreed'. This means that though it's been adopted in the Federal Character guide and is a guiding principle, majority of the respondents still do not see it as effective. Another question under the grading system revealed that 50(71.4%) of the respondents disagree to the assertion that grading system is adopted during recruitment and selection process, while 11(15.7%) of the respondents strongly agree with the assertion while 9(12.8%) of the respondents just agree with the assertion. This indicates that adoption of the grading system to be used is still not properly adopted into the system, hence; the reason why many Nigerians agree to work not minding the pay. 8.6% of the respondents have strongly agreed to this assertion that one of the guiding principle is the grading system, 71.4% agreed, 14% just agreed and 5% have strongly disagreed to this assertion. With this analysis, it could be agreed that grading system is seen as one of the guiding principle but the question is how

effective is this managed? Analysis had been made earlier in this part about comparing this system to the private sector and it was realized that it cannot stand.

Another aspect of this study which is also very important is about the consequences of recruitment and selection, one of the very important questions was on the professionalism and productivity which only 7% 'strongly agreed' that it's been improved. This explains that there is still a level to be reached in order to meet up with the Federal Character Principle discussed in chapter two. If recruitment and selection is adequately done, it will enhance the level of productivity and professionalism of organization as compared to current practices. Also it was viewed that applicants are not given equal chances which means there is a level of discrimination and bias. This is not in terms with the Federal Character Principle guide as all geo-political zones have the right to apply in any state or region. If 63% 'just agree' of the respondents compared to the 2% 'strongly agreed' that selection process enables entire applicant to have equal chances of been selected, then the whole system needs to be checked. It was also discovered there is a high level of bias in recruitment and selection of the Nigerian public sector even though in the Nigerian public rule everyone has equal chance not minding the race nor bias minded; ethical balances should be promoted. This is according to the analysis

from table 4.22 above which interprets that, 64.3% disagree that selection process in the public service promotes ethical balances and reduce bias; while 7.1% just agree and 28.6% agree respectively. If we have to weigh this, the % of respondents who disagree is more than those that agreed that the process promote ethical balance and reduces bias among staff in the public services.

In conclusion, it has been observed from the above analysis that training, federal character principle and grading system are very important to employees so as to achieve the desired outcomes in an organization. However, the above analysis also reflects that these points are still not valid and reliable as it has not been properly managed according to the respondents. It can therefore be argued that in order to ensure that members of the Nigerian public service are considered as far as recruitment and selection is concerned. It is important to ensure that Nigerians are given equal opportunity to express their effort without bias to meet the needs of the service. Also, it is very necessary for the management to ensure adequate training by involving all selectees and ensuring that they all have a knowledge of the federal character principle of the public service.

6.0 CHAPTER SIX: CONCLUSIONS

The aim for this study was to critically analyse how recruitment and selection in the Nigerian public sector compare to current practices and therefore if based on professionalism, to know if training serves as a guideline for applying the selection processes, to assess if the process is based on Federal Character Principles and to establish the consequences of doing recruitment and selection like this and what to change for future successes. Since recruitment and selection is an important aspect of development for every organization, it is important that that the exercise is conducted efficiently in order to maintain a quality management. The aims for this study were achieved presented in the analysis. The analysis confirmed that recruitment and selection is not a new concept in organizations; however it should be noted that if recruitment and selection is done effectively it will have a positive impact as well as turn out poorly if not done on merit basis.

The first objective of the study which is to evaluate if training serves as a guideline for selection and recruitment processes. As it is known that training refers to an attempt made by an organization to process employee's knowledge of jobs efficiently which involves knowledge, skills and attitudes that are used for judging successful job performance. From this objective, it was realized that even though training was considered as an important aspect for organization during selection and recruitment processes. Not all employees strongly agreed to all the questions training serves in this process. This means that Training in the public service has not been 100% adopted thereby it's of

no significant use. Training assists the utilization of human resource that helps the trainee to reach the organization and individual's goals (Adeniji, Osibanjo & Abiodun 2013). There is a saying that says 'if you don't train them, don't blame them'. Hence, managers should endeavor that there is adequate training for selected candidates which will add up to the productivity of employees.

Secondly, the findings reflect that the Federal Character Principle which serves as a guide for all the geopolitical zones in Nigeria has not been well blended. In the analysis, we can deduce that there is a form of bias and discrimination during this process which shouldn't be. In the analysis, there is a wide gap between the percentages of respondents that agreed that the Principle serves as a guideline to those that did not agree. This means that the Federal Character Principle has not been duly followed; employees should have equal rights across board as stated in the principle. Hence, HR managers must be able to figure out how to create awareness for recruiters in order to give all candidates equal opportunity rather than using race or religion to recruit employees. The study also revealed grading system is not properly adopted into the public service. This system is the part that is supposed to encourage employees at work, especially if they are been promoted or even if there is an increase in their wages. We can deduce from the analysis that respondents do not feel secured based on the grading system from the question asked; many take the job not minding what comes with in in order not to stay unemployed. This means though they agreed that it's important in recruitment system but it has not effectively worked its way in the processes compared to the private

sector.

The HR managers and recruiters still have so much work to do so as to ensure that recruitment and selection stays effective. The implication of this is that it will help boost and increase productivity for employees in the organization. Training in an organization is very essential which even gives credit to the organizers for their outcomes. Another issue also has to do with the HR management who is supposed to deal with the recruitment and selection process. From the analysis, we could see that the number of respondents from the HR department were very few. This means that the HR system is weak in the first place and therefore do not have positive effect on its process. Another issue that was denoted in the study was also on the issue of managers being biased minded when recruiting and selecting candidates. They tend to select people whom they know or are from the same region. This does not go in line with the Federal Character Principle, hence needs to be tackled.

7.0 CHAPTER SEVEN: RECOMMENDATIONS

First of all, the issues with the HR department need to be tackled as this department is needed in every organization in order to function effectively in the area of recruiting and selecting people into the organization. During the research, we could see that the HR department didn't respond well to this research. This could be as a result of not being involved in the affairs of recruiting and selecting employees or they are not capable of this process. This in essence will not give positive results to the organization; hence, the Top management should be interested in each of their subsidiaries thereby building a platform that will help the HR department perform better in their duties. Also, training should be provided for each and every member of the HR department which would take them through the Federal Character Principle guide. The study revealed that training is not really a part of the process in the public service i.e. it has not been properly adopted into the system.

Managers as well as the HR department member should ensure that all employees being selected are properly trained in order to know the terms of the work flow. If the present respondents were properly trained, the turnout of respondents on that aspect would have been much higher than the figures we got. They should ensure that new selectees have an idea of the job description and analysis. Another recommendation is towards the grading system, management should ensure that this is done with merit as it is a form of encouragement for employees. It should create a platform in such a way

that it will help create productivity even for new employees as well. They should ensure that grading system should provide basis of promotions which should be done on merit for employees which would serve as a form of motivation.

Furthermore, the Federal Character Principle which serves as a guide for civil servants should be provided for all civil servants and their managers. This will enable them know their rights and also reduce form of bias among employees. Since these laws are linked to all the geopolitical zones in the country, managers should therefore ensure that employees are given equal opportunity not minding the race or religion in which they come from.

7.1 SUGGESTIONS FOR FUTURE RESEARCH

The results of this research has provided a ground for further study; looking at the case of Nigeria and its public service. One area that needs to be considered is to look at how HR is positioned in the Nigerian public service and to see how they operate in all of their sectors. It was deducted during the cause of the research that this depart is not as active as it should be. Hence, a research should be done on if there is an HR department and if so, why is it not active. It will also be appropriate to research on the grading system and other financial benefits so as to determine the level to which the Federal Character is been used. Future studies should be carried out on the labour market and why many are not qualified despite huge amount of money that has been claimed

to have been spent on education, training etc. In a place where labour market employers compete to hire the best, and the workers compete for the best satisfying job. Further studies needs to be done to find out why workers are still not recruited and also why people are been manipulated to positions instead of going through due recruitment and selection process. Further studies could also be carried out on other methods for example using face to face interviews for the research. This will also enable the researcher to get detailed information and experience new challenges. Multiple research designs could also be used for further study to develop a richer theoretical perspective and create a focus for the research (Tashakkori and Teddie 2010). Other topics of recruitment and selection such as job analysis, job description, internal and external recruitment methods, shortlisting, planning and setting up interview can also be included in future researches.

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Appendix 1

PARTICIPANT INFORMATION LETTER

Programme of Study: MA International Human Resources Management

Dissertation Title: Selection and Recruitment in the Nigerian Public Sector

Dear Participant, you are being invited to take part in a research study. Before you decide whether to participate, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and ask us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

What is the purpose of the study? - The purpose for this research is to understand and know how effective selection and recruitment processes is in the Nigerian Public Sector using National Space & Development Agency as case study; the merits used for this process, how often it's done and also to share the strengths and weaknesses for future corrective measures. As part of a staff in the (National Space & Development Agency) Nigerian Public sector, I believe and know that you have knowledge of how selection and recruitment is done. I will like you to participate in this research so you can share your view of what the process is like and what needs to be amended. Personal data such as age, sex, gender will be collected be collected in this research, this has no negative effect on the research as it will make it easier for me to separate and work on my numbers.

What will I have to do if I take part? - This research will involve questionnaires that have been designed in an easy and understandable manner which will not take participants more than 10minutes to answer. The questionnaires will be sent to participants via email or post. A sample questionnaire will be added.

What are the possible disadvantages or risks of taking part? - There will be neither risks nor discomfort in this research.

Do I have to take part? - Dear Participant, it is not compulsory for you to take part. And if you do take part at the beginning of the research, you can decide to withdraw if you don't feel comfortable with the process. Your_involvement

in this Research is at your own will. You are under no obligation to take part in the study; you are free to withdraw at any time. All information related to your responses will also be safely destroyed.

What will happen to the information? - Your participation in this study and all information collected will be kept strictly confidential in accordance with the Data Protection Act (1998). Unless otherwise indicated, all personal information and data collected will be coded and anonymised so that you cannot be recognised from it. The collected data will be securely stored on a password protected computer and safely disposed of once the project/dissertation has been completed. The results of this study will be reported as part of my degree programme and may be further disseminated for scientific benefit. The results will be available to you on request.

Who should I contact for further information or if I have any problems/concerns? - You can contact me by sending an email to u1321095@uel.ac.uk and Maarten Pontier- m.h.j.pontier@uel.ac.uk. If you have any queries regarding the conduct of the programme in which you are being asked to participate, please contact:

Catherine Fieulleateau, Ethics Integrity Manager, Graduate School, EB 1.43
University of East London, Docklands Campus, London E16 2RD

Appendix 11

Topic: A CRITICAL ANALYSIS OF THE RECRUITMENT AND SELECTION PROCESS IN THE NIGERIAN PUBLIC SECTOR: A CASE STUDY OF THE NATIONAL SPACE AND RESEARCH DEVELOPMENT AGENCY

Objectives of the Study

The objectives of this study are:

- to know if training serves as a guideline for applying the selection processes;
- to access if the process is based on Federal Character Principles and their compliance with best practice;
- to establish if any form of grading for selection and recruitment practices is used;
- to establish the consequences of doing recruitment and selection like this and what to change for future successes.

Research Questions

The research questions are:

- Does training serve as a guiding principle during recruitment and selection in the Nigerian Public Sector?
- Is recruitment and selection processes based on using the Federal Character Principle scheme?
- Is there any form of grading system for recruitment and selection processes in the Nigerian Public Sector?
- What are the consequences of doing recruitment & selection and what are the corrective measures to be used in the future?

QUESTIONNAIRE

SECTION A

1. What qualifications do you have?
WAEC/ GCE [] ND/HND [] DEGREE [] MASTERS []
2. What department are you in?
Finance and Accounts [] Budgeting [] Logistics [] Human Resources []
Administrative []
3. What is your gender?
Male [] Female []
4. What is your Age range?
18-30 [] 31-40 [] 41-50 [] 51-60 []
5. State how long you have been working for National Space and Research Agency from this range of years?
1-10 [] 11-20 [] 21-30 [] 31-40 [] 41 and above []

SECTION B

6. How frequent are Recruitment and selection exercises conducted in the public service in Nigeria? Every year [] Once a year [] Twice a year [] Thrice a year []
Other []

7. GRADING SYSTEM

Statement	Strongly agree	Agree	Just agree	Disagree	Strongly disagree
Grading system is adopted during recruitment and selection process					
Grading system is an essential element of recruitment exercise					
Adoption of Grading system in					

public services helps in the selection and recruitments process					
One of the guiding principle during recruitment and selection is grading system					

8. TRAINING

Statement	Strongly agree	Agree	Just agree	Disagree	Strongly disagree
Training of employee in the public services are considered during recruitment and selection process					
Training is an essential element of recruitment exercise					
Adoption of employees training in public services helps in the selection and recruitments process					
One of the guiding principle during recruitment and selection is training					

9. FEDERAL CHARACTER

Statement	Strongly agree	Agree	Just agree	Disagree	Strongly disagree
Are Selection and Recruitment practices in the public service guided by the Federal Character Principle					
Ethnicity and religion play any					

role in influencing recruitment and selection practices in the public sector in Nigeria?					
Adoption of federal character in public services helps in the selection and recruitments process					
Federal character is one of the major guiding principle during recruitment and selection process					

10.CONSEQUENCES

Statement	Strongly agree	Agree	Just agree	Disagree	Strongly disagree
recruitment and selection process has improved professionalism and productivity in the public service using your department as an example					
It eradicate unlawful recruitment exercise					
Selection process enable the entire applicant to have equal chances of been selected.					
Selection process in the public services promotes ethical balances and reduces bias					