

Personnel Recruitment and Organizational Performance in Edo State Civil Service Edo State – Nigeria

Jones Osasuyi Orumwense¹
Greenfield Mwakipsile²

^{1,2}Namibia Business School, University of Namibia.

Abstract

This study investigated on personnel recruitment and organizational performance in Edo civil service, Edo State – Nigeria. The study was guided by the following research objective: i) to investigate personnel recruitment at Edo State Civil, Edo State, Nigeria. ii) to determine the level of organizational performance at Edo State Civil Service, Edo State. iii) to examine the relationship between personnel recruitment and the level of organization performance at ESCS, Edo State. methodology, the study adopted descriptive cross-sectional survey research design, specifically cross-sectional survey design using both the quantitative and qualitative methods of data collection. Data was collected using questionnaires. Data analysis: data was analysed using Person's correlation coefficient. Finding: the study revealed that personnel recruitment at Edo State Civil Service showed an average mean of (mean=3.22) and was interpreted as satisfactory while there was a high level of organization performance at ESCS with an average (mean=2.99) which was interpreted as satisfactory. The findings indicated a strong and positive correlation between personnel recruitment and the level of organization performance ($r=0.942$, $Sig.=0.025$). Conclusion: the recruitments needed when recruiting candidates. The researcher recommended that the human resource department- should have laid out recruitment policy that will guide the recruitment process. This would in turn guarantee efficiency in the selection procedures and provide an adequate pool of quality applicants.

Keywords:

Personnel recruitment,
Organizational performance, Edo civil
service, Edo State, Nigeria.

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1. Introduction

1.1. Background of the Study

1.1.1. Historical Perspective

The evolution of recruiting has changed significantly over the last few decades. What started out as the responsibility of office managers to place job advertisements in newspapers or help wanted signs to attract potential employees has now grown into a multibillion-dollar service commission, where the identification of talent requires internal corporate recruitment department or employment agencies solely focused on this transaction through both proactive and new reactive recruiting techniques.

Today the actual act of identifying candidates has even been split into dedicated roles and job functions, whereas historically sourcing was the sole and inclusive responsibility of the recruiter along with other job responsibilities.

In China a third-party recruitment agency or corporate recruiting department may be made up of individuals dedicated to just the sourcing of candidates while recruiters can either focus on more account management responsibilities or leverage sourcing experts to supplement an additional volume of potential candidates. An increasing number of agencies and corporate recruiting departments outsource this work to a Recruitment Process Outsourcing vendor. In Nigeria, recruitment involves securing a supply of possible candidates for the job in an organization and it is the first stage in the process of employment which involves determining the required number of personnel required, The type of personnel needed, what kind of employment to offer (contractual or permanent employment), determine where such personnel are available and find the means of attracting them towards the organization before starting the process of selection. This is

the most common process of recruiting in organizations but nowadays things are not done this way. For instance, just because an officer in an organization wants a particular person employee in his/her organization, vacancy can be created; by that there is no need to determine the kind of person needed, where such personnel are available and means of attracting them towards the organization.

In pre-modern organization, the participants were wholly contained in their organizations, and their right and interests were determined by their membership which was built on a strict hierarchy. Over time, individuals gained rights, corporate actors also gained rights, and both were allowed to pursue their interests under a charter given by the organization. Traditional nations of organizational performance were focused on productivity, profit, growth, and stability under a rational system. The emerging nations of organizational performance focus on quality, durability, and customer satisfaction. Both traditional and emerging notions of organizational performance are influenced by external environment which require quality in processes and finished products. But these factors can also be supplemented by better recruitment procedures which will eventually set a positive ground for organizational performance.

More effective organization often recruit and select candidates who are most likely to be retained ones hired and bring in customer satisfaction. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent. Recruitment and Selection are vital processes of a successful organization, having the right staff can "improve and sustain organizational performance".

As much as recruitment and selection is the first step towards creating the competitive strength the organization, most organizations in Nigeria don't accord it the attention it deserves. Since recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews, at Edo State Civil Service, it is always done irregularly. Instead of first identifying vacancy, preparing job description and person specification, advertising the vacancy, managing the response, short-listing, arranging interviews, and conducting interviews and decision marking as it would be, the practice at Edo State Civil service is different. What normally happens is that you only see people hired in positions without going through the formal recruitment and selection procedures.

1.1.2. Theoretical Perspective

This study was guided by contingency theory of organizational structure. The theory it holds that the most effective organizational structural design is where the structure fits the contingencies. In the multiple constituency view of the organizational effectiveness. A firm's performance is evaluated in the context of its ability to meet the objectives of stakeholders who provide resources to the organization. Systems resource approach emphasizes the interest of those that supply vital resources to the organization, they have an interest in how those resources are used. However, because different stakeholders provide resources with differing utility to the organization, they can have different interest in how the firm is managed. For instance, a labour union will have differing objectives than firm creditors and equity holders. Because different stakeholders have objectives than firm creditors and equity holders. Because different stakeholders have different criteria for evaluating effective organizational performance, it is not always possible for an organization to completely satisfy all stakeholders. In such situation, the interests of stakeholders who provide more critical resources to the firm will be placed above the interests of other, less critical stakeholders.

1.1.3. Conceptual Perspective

Recruitment as a process of acquiring applications of available candidates qualified to fill vacant positions of an organization, [Davis, Nolen-Hoeksema, and Larson \(1998\)](#) regard recruitment as the process of finding and attracting capable applicants for employment. Recruitment in this study will refer to the process of attracting, screening, selecting, and on boarding a qualified person for a job. Organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.) (b) Product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). In this study, organizational performance will refer to the actual output or results of an organization as measured against its intended outputs (or goals and objectives)

1.1.4. Contextual Perspective

The basic purpose of personnel recruitment is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization as well as to choose the right candidates to fill the various positions in the organization which process must be based on merit or technical knowhow but at Edo State Civil service, the practice is technical know who. Those who are well known to the bosses are the main beneficiaries in this recruitment and selection process. Also to the fact that most of them don't go through the proper recruitment and selection procedures, the hired are not always the best suited for most jobs at ESCS, which has created a number of cost implications for the

organization and negatively affected its effectiveness. It is therefore, against this background that the researcher decided to undertake this study.

1.2. Problem Statement

It is a common practice at Edo State Civil service not to follow a proper recruitment and selection procedure overshadowed by the principle of technical know-who-the well connection. Consequently, this has escalated human resources' problems and cost implications for ESCS like ineffective performance, employees' low morale and lost business opportunities because of the incompetent staffs. Conflicts among staff of ESCS is a common practice as well as higher level of labour turnover rates that has seen customer satisfaction levels declining steadily, number of complaints rising and customer turnover rates increasing at ESCS, a trend that must urgently be reversed. This study will investigate the personnel recruitment status and its impact on organizational performance of Edo State Service, Edo State, Nigeria.

1.3. Purpose of the Study

This study investigated the relationship between personnel recruitment and organizational performance in Edo State civil service.

1.4. Research Objectives

1. To investigate personnel recruitment at Edo State Civil Service.
2. To determine the level of organizational performance at Edo State Civil Service.
3. To examine the relationship between personnel recruitment and the level of organizational performance at Edo State Civil Service.

1.5. Research Questions

1. What is personnel recruitment at Edo State Civil Service?.
2. What is the level of organizational performance at ESCS?.
3. What is the relationship between personnel recruitment and the level of organizational performance at Edo State Civil Service.

1.6. Hypothesis

There is no significant relationship between personnel recruitment and the level of organizational performance at Edo State Civil Service.

1.7. Scope of the Study

Geographical scope: this study will be carried out in Edo State, Edo State lies in the south Region of the country, bordering with Delta State and Anambra State to the north, Kogi State to the east, Ondo State to the southwest and Anambra to the northwest. This study targeted Edo State because it harbours the headquarter of Edo State Service.

Content scope: this study will be limited to personnel recruitment, organizational performance and the relationship between personnel recruitment and organizational performance at Edo State Civil Service.

1.8. Significance of the Study

It is hoped that this study will be helpful on the streamlining of Edo State Civil Service its recruitment and selection policies and programmes into an effective one that can influence its performance.

It is assumed that the findings of this study will prove organizations with a recruitment and selection handbook manual on how to hire the best employees in its employment process.

Future researchers will use the finding of this study to embark on a related study.

2. Introduction

This study will review literature in accordance to the objectives of the study. The literature will be sourced from publications on personnel recruitment and organizational performance such as articles, reports, news, dissertations, magazines, journals, books and internet resources.

2.1. Theoretical Review

This study was guided by contingency theory of organizational structure by Donaldson (2001). The theory it holds that the most effective organizational structural design is where the structure fits the contingencies. In the multiple constituency view of organizational effectiveness, a firm's performance effectiveness is evaluated in the context of its ability to meet the objectives of stakeholders who provide resources to the organization (Bar "Systems resource" approach emphasizes the interests of those that supply vital resources as the critical evaluative criteria. They argued that because stakeholders provide resources to the organization, they can have different interests in how the firm is managed. For instance, a labour union will have differing objectives than firm creditors and equity holders. Because different stakeholders have

different criteria for evaluating effective organizational performance, it is not always possible for an organization to completely satisfy all stakeholders. In such situations, the interests of stakeholders who provide more critical resources to the firm be placed above the interests of other, less critical stakeholders.

This was empirically supported by Cameron's 1978 of higher education institutions. This research demonstrated that with the multiple constituency approach to measuring effective performance, different types of colleges or university use different criteria to evaluate their effectiveness. In essence, each stakeholder would have a different set of criteria to measure effective performance for the organization. As long as the interests of stakeholders vary, the task of isolating performance measures that account for all the varied desired outcomes in multiple constituency models is overwhelming. Barney summed up the problem succinctly when he wrote:

The answer to the question "will this strategy improve this firm's performance?" will always be "Yes and no, depending upon whom you talk to." In this context, it is necessary for managers and analysts alike to adopt simplified measures of performance, measures that emphasize a few dimensions of performance over others (2002)

2.2. Conceptual Framework

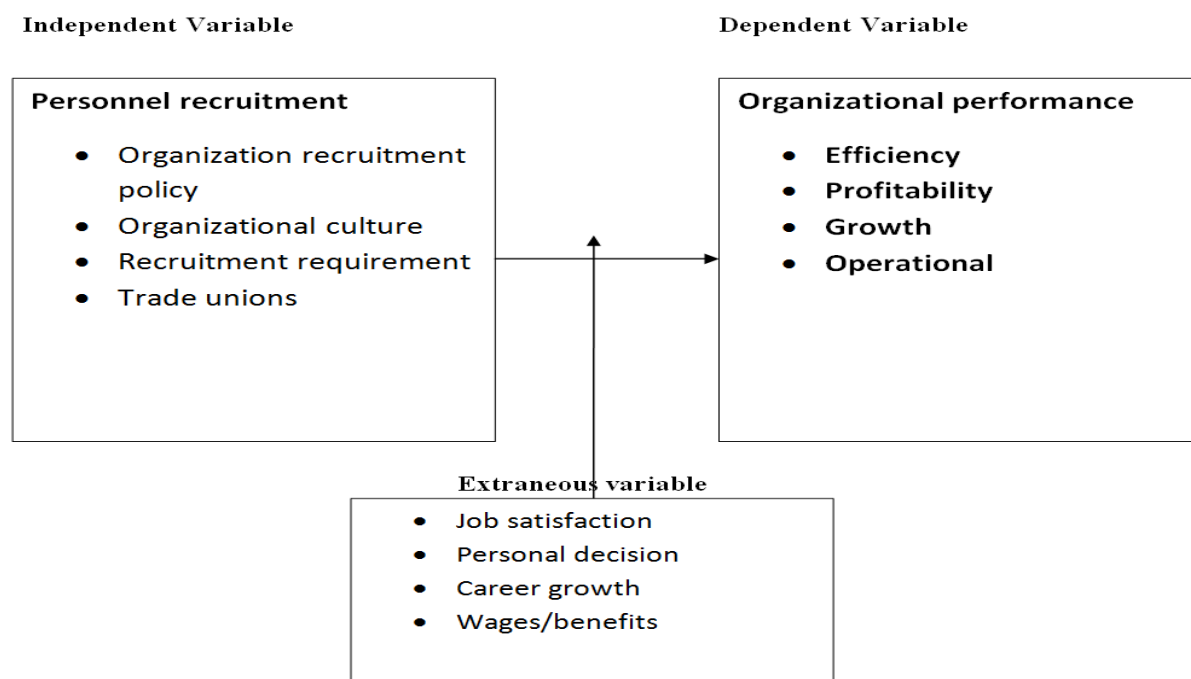


Figure-2.1. Conceptual framework.

Source: Adapted and developed by Jones Orumwense.

The independent variable (personnel recruitment) was measured using organization recruitment policy, organizational culture, recruitment requirement and trade unions while the dependent variable (organizational performance) was measured using efficiency, profitability, growth and operationability. This means that a change in the recruitment policy can easily affect efficiency or profitability of an organization. However extraneous variable such as (job satisfaction, personal decision, career growth and wages/benefits) can also affect the level of organizational performance.

2.3. Related Literature

This section basically looked at the related literature as per the specific objectives set in the study.

2.3.1. Personnel Recruitment

According to Carrel (2000) recruitment is the process of acquiring applicants who are available and qualified to fill vacant positions in an organization. The main requirement in recruitment is a well-conceived policy wherein guidelines and objectives to be achieved should be properly outlined.

Gerber, Nell, and van Dyk (1995) state that a recruitment policy is designed to describe and provide guidelines on carrying out recruitment processes. Its main objective is to enable management to attract the most competent of the candidates and to fill in the positions with the qualified applicants.

Similar understanding in that without well-designed policies, set objectives for the institution will not be attained. The recruitment process should be exhaustive and require potential employees to go through

competency-based interviews, to avoid high turn-over rate. An organization should search for candidates, to bring a range of skills and versatility.

According to Cloete (1998) a policy should distinguish between posts to be filled by external recruits and those that should be filled by internal promotions or succession. The South African general practice is that posts in a fixed establishment should be filled by transfers to promotions (internally). If a suitable candidate is not available, it can be filled through recruiting externally. Cloete (1998) clearly states that only when there is no staff member available to be transferred or promoted, outsider can be considered for the position.

Recruitment Policy

Recruitment of staff is an on-going process in most organizations, and it is very crucial. Recruitment is the process of acquiring applicants who are available and qualified to fill vacant positions in an organization. The main equipment in recruitment is a well-conceived policy, wherein guidelines and objectives to be achieved should be properly outlined.

Different authors view this in the same way, namely, the careful consideration of the policy, rules and regulations, without forgetting the different Acts that serve as guidelines to employment. Accordingly, an institution must have a well-conceived policy must provide guidelines on recruitment of staff and should state the goals to be achieved by the institution.

An institution's Recruitment Policy has to be fair and consistent, be of non-discriminatory nature on the grounds of sex, race, age, religion, or disability, and should conform to statutory regulations of the country, and agreed best practice. There is a general shortage of supply of knowledgeable staff, as a result, there is vast competition in organizations to attract and retain these skilled resources.

Strategies that work best in attracting, motivating and retaining knowledgeable staff should thus be put in place. Policies and procedures must be carefully looked into, so as to ensure that they go along with the Labour Act. No. 66 of 1995. Where necessary, there should be a compilation of new procedures to be applied consistently and fairly to all job applicants.

A recruitment policy is designed to describe and provide guidelines on carrying out recruitment processes. Its main objective is to enable management to attract the most competent of the candidates and to fill in the job positions with best qualified applicants Gerber et al. (1995).

Recruitment Strategies

Organizations are realizing that attracting retaining the right talent has become the key strategic objective. The traditional recruitment focus on skills and knowledge has to be changed to focus on values and culture fit. There are internal and external factors that affect recruitment.

Internal Factors

a) Organizational Strategic Plan

The organizational strategic plan is the basis for short-term period in that recruitment efforts are based. The Human Resources department must use of the organizational business plan in order to achieve the objectives set.

b) Organizational Policy

Gerber et al. (1995) states that an organizational policy should provide for promotion opportunities for posts of existing staff members. If this is applied, external recruits will be in the cases of junior or entry posts. Existing staff members will thus be offered priority in being promoted, and this will help create a sense of security for them. An organizational recruitment policy must be clear, for example, affirmative action, promotion from within or employment of the handicapped, and that all the stakeholders within the organization must participate on determining the policy.

Non-promotion and the recruitment of outsiders in an institution create a low morale, depression and demotivation to existing staff members. Positions should be viewed as very urgent, for competency, potential and long-term development. An organization should reach for candidates to bring a range of skills and versatility.

Policies and practices of every organization have an effective on the recruitment of staff. Some believe in promotion only from within, many practice nepotism, whilst others perpetuate their community/clan. The main requirement, however, is that, whatever the declared or undeclared policy or practice is, it must significantly demarcate recruitment (Chatterjee, 1999).

c) Organizational Culture

An ideal organizational culture consists of a combination of high quality and high acceptance, and vice versa. The more an organization allows itself to be purged into a conformance culture, the more backbone its employees will lose.

Standards will be lowered and it will become very difficult or even impossible to achieve quality. Taking popular decisions, pleasing people, doing what the masses expect on to do, being pressurized into appointing

people, going with the stream, overlooking poor performance, allowing lowering standards, failing to discipline people, breaking accepted rules, tolerating manipulation, ignoring sensitive problems, and bending over backwards to please people, are all symptoms of a conformance culture.

Many organizations fail to realize that creating a culture where transparency, openness, mutual trust and respect are practiced is the cornerstone of human resources professionals. Every staff member in an organization should be involved, contribute opinion and play an active role in living the culture.

d) Organizational Image

[Gerber et al. \(1995\)](#) says that the image of an institution is based on what it does, and whether or not it is regarded as a good and advantageous place to work in. Both the community and staff members of an organization can have an impact and influence on the recruitment of staff.

According to [Chatterjee \(1999\)](#) the quality of job applicants depends highly on the image of an organization is known, the better the quality of applicants and the greater the number of applicants. Whether or not an organization is favorable to work in, determines how it is perceived by the public and staff members. The larger the organization, the more likely it is to have a well-developed image ([Chatterjee, 1999](#)). The number and quality of job applicants depend crucially on the image perception of the organization. Whilst the institution must build up its own image, it is also influenced by the general image of the industry.

The above authors are in agreement in that the organizational image has an impact in the attraction and retention of staff. The above mentioned statement further indicates that the organization is responsible to build its own reputation and image.

e) Recruitment Requirements

Organizational requirements of prospective staff members have a determining influence on the recruitment program. If the requirements are abnormally high, they impede the program. Therefore, it is important that effective job analysis, job descriptions and job specifications be used to lay down the requirements for the job incumbent, and for the smooth running of a recruitment program [Gerber et al. \(1995\)](#).

If correct information regarding job requirements is available, including the remuneration involved and the direction in which the organization is moving, both the organization and the candidate can make a better judgment of whether the job and the candidate's own needs and abilities will match or not.

External Factors

According to [Gerber et al. \(1995\)](#) external factors are based on Government or trade union limitations and the general condition of the labour market. Government Acts and trade unions have far more influence on recruitment in ways mentioned below:

i) Government Acts

This has to be taken into consideration whenever a recruitment process has to be taken into action. Acts like the Labour Relations Act No.66 of 1995, the Employment Equity Act No.55 of 1998, the Skills Development Act No. 97 of 1998, the Higher Education Act 101 of 1997, the Basic Conditions of Employment Act No. 75 of 1997, to name but a few, have serious implications when they are not taken into cognizance.

ii) Trade Unions

A trade union, in terms of the Labour Relations laws, is deemed to be a registered trade union that is sufficiently representative of the employees employed by the employer in a workplace, under the Labour Relations Act No. 66 of 1995, and continues to be a corporate body in South Africa.

A Trade Union is a continuous association of wage earners for the purposes of maintaining or improving the conditions of their working lives.

[Carrel \(2000\)](#) define Trade Union as an organization of workers formed to further the economic and social interests of its members. Among other purposes of the existence of a Trade Union is job security and regulation. Thus, insecurity is often a driving force of unionization. Most employees join unions as a means of protecting their jobs. Members are, in most cases, expected to be protected from dismissal, retrenchment and unilateral action by management in changing job descriptions and working conditions.

The presence of a Trade Union has significant implications for the structure of an organization, and for the management of human resource. For union employees, human Resources' procedures and policies are shaped by a written agreement between the management and the union.

[Carrel \(2000\)](#) states that unions can either be registered or not registered. Unregistered unions, although they may enter into agreements with employers have no statutory rights.

Trade Unions participate in everything that takes place within an organization, to represent the interests of employees. There should always be a 100% consultation between the union and the employer. Decisions should be taken in consultation with the union. This helps the workers to be fully informed about everything

in the organization. A trade union is in full support of employees and guard against unfair labour practices in the work place.

2.3.2. Organizational Performance

Performance is a contextual concept associated with the phenomenon being studied (Hofer, 1983). In the context of organizational financial performance, performance is a measure of the change of the financial state of an organization, or the financial outcomes that results from management decisions and the execution of those decisions by members of the organization. Since the perception of these outcomes is contextual, the measures used to represent performance are selected based upon the circumstances of the organization being observed.

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose. Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the contributed assets is equal to or greater than the value expected by the use of the contributed assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization. How that value is created is the essence of most empirical research in management.

The nature of organizational performance and its measurement has been a topic for both scholars and practitioners since organizations were first formed. How to determine if the efforts of the organization are being put to their best use and are achieving the desired outcomes is at the heart of several disciplines. Accountants devote their attention to fairly presenting the financial performance of organizations, while the management disciplines focus on how to improve current and future organizational performance. More specifically, for the purpose of management research, and in particular entrepreneurship and strategic management research post hoc performance must be measured to determine the effectiveness of the managerial decisions. The "Balance Scorecard" approach developed by Kaplan (1984) combines both historical accounting perspectives as well as operational measures that capture information about expected future performance. The following sections briefly examine organizational performance from the accounting, balanced scorecard, strategic management, entrepreneurship, and microeconomic perspectives.

The Accounting Perspective

In measuring organizational performance, accounting scholars focus on the information content of the organization's financial statement and measures. In fact, the *raison d'être* for the accounting profession is to present the past financial performance of an organization both fairly and consistently. To this end, volumes of accounting rules and procedures have been developed over the years to make the information contained in organizational financial statements both meaningful and comparable over time and across organizations.

One primary stream of research in the accounting literature involves the information content of earnings and their relationship to the valuation of organizations. In this context, the focus of accounting research on performance measurement has shifted from its relevance to corporate policies and processes, to the extent to which publicly traded equity security returns are consistent with the information conveyed. It is not the intention of this stream of research to imply causal association between the information content of financial statements and equity security returns, but rather correlation. Consequently, this stream of inquiry is extremely useful to researchers who are looking for proxies for market returns of shareholder value creation. The higher the correlation between the information content of accounting information and equity security returns, the better proxies for shareholder value creation that can be developed from accounting information. These proxies could be the basis for measures of shareholder value creation for non-publicly traded companies.

Lev (1989) reviewed two decades of accounting research on the usefulness of earnings as a proxy for stock returns, or the creation of shareholder value. Two of his findings are critical for the selection of measures of organizational performance.

- 1) The correlation between earning and stock returns is very low, sometimes negligible. Moreover, the nature (parameters) of the returns/earnings relation exhibits considerable instability over time. These findings suggest that the usefulness of quarterly and annual earnings to investors is very limited.
- 2) While misspecifications of the return/earning relation or the existence of investor irrationality ("noise trading") may contribute to the observed weak association between earnings and stock returns, the possibility that the fault lies with the low quality (information content) of reported earnings looms large (Lev, 1989).

The findings are of particular interest to strategy, entrepreneurship, and other researchers who use earnings as a proxy for organizational performance. If stock prices have already anticipated the earnings announcement and do not generally react to the actual announcement of earnings, the stock prices can be deemed to include the information contained in the earnings release or be considered to be efficient. Therefore,

stock prices and the corresponding returns to shareholders over the period being measured can be assumed to include the effects of earnings on overall organizational performance. This is consistent with the findings of [Ball and Brown \(1968\)](#) who indicate that stock prices move up when earnings increase and moved down when earnings decreased. Further, in an attempt to reproduce the effects found by [Bamber, Christensen, and Gaver \(2000\)](#) found that earnings announcements do not cause market price reactions for the majority of announcements.

One question that should be considered when examining measures of organizational performance is whether the variable selected to represent organizational performance is timely or whether the variable lags the effects of interest. For instance, does return to shareholders coincide with the actions taken by management, or do stock market returns lag the actions, since accounting earnings are not reported until weeks or in some cases months after the quarter or year is over, [O'hanlon \(1991\)](#) in an empirical test of twenty years of data on 222 United Kingdom companies found that there was a lag effect between stock market and accounting returns. However, the lag went both ways accounting returns and stock market returns can both be found to lead the other. In other words, assuming a lag effect in a performance measure is not generally going to be appropriate relative to accounting returns versus market returns.

Several conclusions are suggested, based upon this discussion of some of the accounting research, on the information content of measures. First, the accounting profession, through the application of Generally Accepted Accounting Principles ("GAAP") consistently applied, produces financial reports that are materially accurate, comparable across organizations in similar industries, and represent the execution on opportunities to date. Second, accounting reports provide important information about value creation that has been realized and retained in the company in the past. However, because of the accounting profession's conservative approach to recognition of gains, these same reports do not capture information about future opportunities that the organization has created but not executed upon. In other words, the accounting perspective of organizational performance is based upon past effects of managerial decision making and specifically excludes the expected future effects. Finally, since the accounting profession develops its rules to provide information for all users of financial statement, including equity providers, creditors, and regulatory bodies, it takes a multi-constituency and multi-dimensional view of performance.

The Balanced Scorecard Perspective

In an attempt to bridge the gap between theory and practice, [Kaplan \(1984\)](#) proposed that effective organizational performance should be measured using a "balanced scorecard". They suggested that organizational performance measurement requires measures that are not purely financial in nature, because many of the financial indicators are a result of critical operational measures. For example, accounting measures only report what has happened in the past, and not the investments in future opportunities. Therefore, they argue that a combination of financial and operational measures is necessary for measuring overall organizational performance. Accordingly, the balanced scorecard is a multi-disciplinary view of organizational performance.

Balanced scorecard measures include market share, changes in intangible assets such as patents or human resourced skills and abilities, customer satisfaction, product innovation, productivity, quality, and stakeholder performance. Most of these measures require primary data from management in the form of their assessment of their own performance, which may lead to questions of the validity of the responses. The primary advantage to using operational measures in conjunction with financial performance measures is when they provide information about opportunities that have been created, but not yet financially realized. Since GAAP does not permit companies to recognize the expected value of new discoveries until the benefits are actually realized, accounting-based measures do not capture this information on organizational performance.

One critical weakness of the balanced scorecard approach is that it utilizes operational measures that are unique to each organization. While practical for implementation by organization insiders, this limits the utility to researchers since it is situational specific and not situational generic. Accordingly, generalization across companies is only possible when the balanced scorecard variables utilized are application to the entire population of interest. However, since a balanced scorecard approach is most effective when it is tailored to the specific circumstance of each organization, it is generally impractical in a research application ([Kaplan, 1984](#)).

The Strategic Management Perspective

Fundamental to the study of management is an understanding of the goals and objectives of the organization and the processes used to measure their accomplishment ([Ansoff, 1965](#); [Drucker, 1954](#)). Unfortunately, despite all of the scholarly and practitioner attention paid to the subject, the best way to characterize our current understanding of the concept of organizational performance would be to paraphrase the Supreme Court's definition of pornography. i.e. "I can't tell you exactly what it is, but I will know it when I see it." Thus, even though accountants have developed GAAP for reporting performance, GAAP are constantly changing in part due to the dynamic nature of organizations, but also as a result of experience with the current state of performance reporting.

However, accountants at least have a common set of rules for telling firms to present organizational performance data. Based on the examination of empirical articles published in the fields of entrepreneurship and strategic management over a recent five-year period, it is clear that for these two disciplines, there is no commonly agreed upon foundation for measuring organizational performance.

Over the years, there have been many conceptualizations of organizational performance in the strategic management literature. Two critical aspects of organizational performance perspectives in strategic management are the constituencies for whom the organization performs, and the dimensions which should be measured. The following are several different perspectives on these two issues from the strategic management literature. [Barnard \(2002\)](#) viewed organizational effectiveness as the accomplishment of organizational purposes, while he defined efficiency as the degree to which individual motives are satisfied. Barnard argued that the primary measure of an effective and efficient organization is its capacity to survive. Clearly, Barnard proposed multi-constituency, one-dimensional perspective of organizational performance.

[Drucker \(1954\)](#) also argued that the ultimate measure of organizational performance is survival. To this end, Drucker proposed eight different performance dimensions that he felt were essential for the survival and prosperity of a firm. These dimensions included (1) market standing relative to the market potential both in the future, (2) innovation, (3) productivity, (4) physical and financial resources, (5) profitability sufficient to cover the risk premium for being in business, (6) manager performance and development, (7) worker performance and attitude, and (8) public responsibility. According to Drucker, these eight dimensions are all necessary. For the long-term survival of the organization, this is the ultimate test of performance. As with Barnard, Drucker's perspective is both multi-constituency and multi-dimensional.

[Ansoff \(1965\)](#) proposed that the ultimate measure of organizational performance is return on investment. While this was argued to be the aim of the organization, Ansoff acknowledged that the organization was constrained by individual stakeholder constraints on organizational flexibility. In contrast to Drucker, Ansoff proposes one primary dimension of performance; he does propose that there are several sub-dimensions of that construct.

[Freeman \(1984\)](#) proposed that for an organization to accomplish its objectives, it had to utilize its relationships with stakeholders to accomplish both organizational goals and stakeholder goals. Stakeholders are not considered organizational constraints. Rather, they are a resource to accomplish organizational objective. This requires satisfying at least the minimal interest of all stakeholders. Freeman's perspective is both multi-constituency and multidimensional.

[Porter \(1985\)](#) argued that the objectives of business units need to be established to reflect the goals of the overall organization. In this context, some business units might be tasked with higher sales growth, while other business unit may be tasked with greater cash generation to finance the sales growth in more productive areas. Porter adopts multi-constituency, multidimensional perspective of organizational performance.

The Entrepreneurship Perspective

The same problems that affect the strategic management perspective of organizational performance also affect the entrepreneurship perspective of performance. It can be argued that the goals of the founding entrepreneur are the goals of the organization, a one-dimensional perspective of organization performance. ([Chandler & Jansen, 1992](#); [Slevin & Covina, 1995](#)). However, it is also clear that entrepreneurship researchers examine other stakeholder perspectives of performance, such as venture capitalists', angel investors', and family business owners' perspectives. As with strategic management researchers adopt a multi-dimensional view of performance, recognizing that there are inherent trade-offs between such issues as growth and profitability. ([Chandler & Hanks, 1994](#); [Murphy, Trailer, & Hill, 1996](#)). Consequently, as with strategic management, the entrepreneurship perspective of performance is both multi-constituency and multi-dimensional.

The Microeconomic Perspective

Many scholars have argued that owners of productive assets associate in a organization for the purpose of gaining economic advantage ([Barney, 2002](#); [Jensen & Meckling, 1976](#); [Simon, 1976](#)). The owners of the assets will contribute to the organization so long as the return they receive or expect to receive is satisfactory relative to the risk they take. Satisfaction is in part determined by the alternate uses that the owner has for the assets. In other words, the value that an organization creates for the owners of contributed assets must be at least as large as the value expected. When the value created is less than the expected or required return, owners of assets will, if possible, withdraw their support for the organization and put their assets to alternative uses where they can achieve the required return.

[Barney \(2002\)](#) argues that the linkage between the required value sought for the use of the assets and the actual value created by the use of these assets is organizational performance. Normal performance is when the value created is exactly equal to the value consumed in using the assets. This does not mean that there is no profit. Quite the contrary is true. At this level of performance, profit is just equal to the organization's weighted average cost of capital. Since the weighted average cost of capital is, by definition, based upon the risk adjusted returns required by debt and equity providers, the profit of the organization is equal to the

value increase necessary to satisfy the demands of equity investors. Above – normal performance occurs when the organization produces more value than that required by those who provide resources for example, when resource owners cumulatively require a \$10 increase in value for providing their resources and the organization produces a \$15 increase in value, the organization would produce an “extra” amount of value than its expected performance. Below – normal performance occurs when the organization produces less value than that required by resource providers.

The difference between expected and actual value created is known as economic rent (Peteraf, 1993). Above – normal returns result in economic profit, while below – normal returns result in economic losses. Transactional theory, in microeconomics, proposes that under conditions of perfect competition, the value a firm creates is just sufficient to meet the demands of resource providers. Economic profit and losses occur because competition among firms is not perfect. Organizations experiencing economic profits typically have a competitive advantage, while those experiencing economic losses are usually at a competitive disadvantage.

Organizations that earn “normal” return are in competitive parity with other organizations in their industry. Organizations that persist in earning less than acceptable returns will find that resource-providers will withdraw their assets. And if, and when all resources are withdrawn, these organizations will cease to exist Barney (2002). By contrast, organizations that generate more than acceptable returns will be able to attract additional resources necessary to meet increased demand resulting from their competitive advantage.

Methodology

3. Introduction

This chapter discusses how the methodology was employed in the study. It indicates the research design, the study population, research instruments and data analysis techniques

3.1. Research Design

The study adopted descriptive survey research design to study personnel recruitment and organizational performance at Edo State civil service. Descriptive research is concerned with conditions that already exist, practices that are held, processes that are on-going and trends that are developing. Descriptive survey research design is most appropriate when the purpose of study is to create a detailed description of an issue.

3.2. Research Population

The staffs of Edo state civil service in Benin City, Edo State form the study population of 400. The sample of this study involved staff from all the departments of operations, transport and logistics, marketing and sales, customer care, human resources, and finance and accounts.

3.3. Sample Size

Slovene’s formula was used to compute the sample size. Slovene’s formula states that, for any given population (N), the sample size (n) is given by;

$$N = \frac{N}{1 + N(a)^2}$$

Where ; n = the required sample size; N = the known population size; and a = the level of significance, which is fixed to be = 0.05. The population and sample distributions of this study are shown in Table 3.1 below.

Table-3.1. Population distribution and Sample size.

Department	Target Population	Sample size
Operations	100	50
Marketing and Sales	100	50
Human resource	100	50
Finance and Accounts	100	200
Total	400	200

Source: Field research, 2013.

3.4. Sampling Procedure

Purposive sampling technique was used to select the staff from Edo State civil service. The researcher purposively sampled 50 staff from each of the departments indicated in Table 3.1 above.

The study used convenient sampling in the choice of respondents. That is to say, for instance, the researcher only distributed questionnaires to the staff who were present on the day when the survey took place and those who were absent were automatically excluded from the study.

3.5. Research Instrument

The research instruments that were used in this study composed of these sections:-

- a) The face sheet was used to determine profile variables in terms of gender, age, education level and work experience.
- b) A close ended researcher devised questionnaire measured personnel recruitment and organizational performance.

The likert scale grading 1 = Strongly disagree and 4=Strongly agree was adopted in this study due to its suitability in measuring perceptions, attitudes, values and behaviours that relate to personnel recruitment and organizational performance. The scale interval of this likert’s 1-4 scale was computed as (i.e. Scale interval = (Highest scale – Lowest scale)/ Highest scale) and the response modes, scoring and interpretation of scores are as indicated below.

Scale	Mean range	Response mode	Description	Interpretation
4	3.26 - 4.00	Strongly Agree	You agree with no doubt at all	Very satisfactory
3	2.51 - 3.25	Agree	You agree with some doubt	Satisfactory
2	1.76 - 2.50	Disagree	You disagree with no doubt	Fair
1	1.00 - 1.75	Strongly disagree	You disagree with no doubt at all	Poor

3.6. Validity and Reliability of the Instrument

Validity: content validity is the degree to which a measure covers the range of meanings included within the concepts. With the aid of the supervisors’ expertise, the researcher thoroughly reviewed the instruments to establish that the contents that constitute them accurately reflected and exhausted all the dimensions of the variables. This helped to identify deficiencies such as: ambiguous questions, wrong words or statement in the instruments that could have been misinterpreted by respondents. All the identified deficiencies were then corrected or adjusted to ensure that the instruments are valid. The validity index was represented numerically to show the level of validity of the instruments. The formula below was used to compute the CVI.

$$CVI = \frac{\text{Relevant items by experts}}{\text{Number of items}}$$

$$CVI = \frac{26}{33}$$

$$CVI = 0.78$$

Content validity index was accepted for the items measured since it had an average validity index which was above 0.7 recommends a content validity above 0.7.

Reliability: reliability was tested using Cronbach’s coefficient alpha (α) specifically, coefficient alpha is typically used during scale development with items that have several response options (i.e 1=strongly disagree to 4 =strongly agree). To establish the Cronbach’s coefficient alpha (α), reliability analysis SPSS was used and results are shown in [Table 3.2](#) below.

Table-3.2. Reliability Analysis showing Cronbach’s Alpha Coefficients for Reliability of Instruments.

Construct	Number of items	Cronbach’s alpha
Organization recruitment policy	8	0.718
Recruitment requirements	5	0.731
Organization culture	5	0.780
Efficiency	4	0.863
Operational	6	0.701
Profitability	6	

Source: Field research, 2013.

For the instrument to be regarded as reliable, the average index should be 0.7 or above and this was true for all the items except in this study. This suggests that the respondents understood the instruments.

3.7. Data Analysis and Descriptive Statistics

After the researcher sorting out the valid questionnaires and coding accomplished, to derive useful meaning from the data, and examine the propositions of this study, data from the survey were analysed using SPSS (Statistical Package for Social Sciences) version 16. The following descriptive and inferential statistical approaches were applied:-

- i. To identify the demographic characteristics of respondents, frequencies and percentage distributions were used.
- ii. To determine personnel recruitment and the level of organizational performance, means and standard deviations were calculated.
- iii. To establish the relationship between personnel recruitment and the level of organizational performance, Pearson's correlation coefficients and regression analysis were calculated.

3.8. Ethical Considerations

The following strategies were adapted to ensure the moral justification of the investigation.

Informed consent: The researcher sought authorization from potential respondents. The researcher ensured free consent from participants.

Anonymity and confidentiality: The names or identification of the respondents was anonymous and information collected from them was treated with utmost confidentiality.

Integrity: The researcher acted honestly, fairly and respectfully to all other stakeholders that were involved in this study.

Ascriptions of authorships: The researcher accurately attributed to the source of information in an effort to celebrate the works of past scholars or researchers. This ensured that no plagiarism occurred.

Scientific adjudication: The researcher worked according to generally acceptable norms:

3.9. Limitations of the Study

The following problems were encountered during the study

1. Uncooperative behaviour of some respondents, un-approachable respondents and who were reluctant to give information. Some respondents required more time to respond to the questionnaires. The researcher endeavoured to assure the respondents that the facts discussed would remain confidential.
2. Some respondents were unable to complete the questionnaire by themselves because of failure to interpret the questions. The researcher mitigated this by appointing research assistants who administered some more questionnaires.
3. Assessing data was a problem since many respondents doubted the confidentiality of research project. An introductory letter however was used to persuade the respondent that the research is purely academic.
4. While the anticipated sample size was 200 respondents, this was not attained and the researcher retrieved 150 valid questionnaires. This gave a responds rate of around 75%. A 75% response rate is very impressive. This implies that majority of the targeted respondents participated in the study.

Discussion, Conclusions and Recommendations

4. Introduction

This chapter presents discussions, conclusions, recommendations and areas of further research.

4.1. Discussion

Personnel Recruitment at Edo State Civil Service, Edo State

In regard to organization recruitment policy, the study revealed that majority of the respondents strongly agreed (mean = 3.26). This means that respondents agreed that there is clearly well laid out procedures when selecting and recruiting respondents. This means that Edo state civil service values following appropriate and professional way of recruiting employees.

The finding revealed that majority of the respondents agreed (mean = 3.20) that HR team act as a consultant to enhance the quality of the applicant pre-screening process and that the HR maintains an adequate pool of quality "protected class" applicants (mean = 3.08). Some of the respondents agreed (mean = 2.99) that the HR Department is efficient in selection policy of the employees and that HR provides an adequate pool of quality applicants (mean = 2.87). This means that the human resource department could be having consultancy services that enhance the quality of the applicant pre-screening process which in the end help maintain an adequate pool of quality "protected class" applicants.

In regard to recruitment requirements, the findings revealed that majority of the respondents strongly agreed (mean = 3.54) that the applicant must determine what's involved in their roles, HR must identify and work through the options: budget, time, level and flexibility (mean = 3.39) and that the applicant must determine the team's needs (mean = 3.28). However few respondents agreed (3.19) that HR must determine the applicant they need in the role and that the applicant must know the organizations business (mean = 3.11). This means that the applicants at Edo state civil service for a job vacancy is often well stipulated. This could

be because the organization intends to stay professional in its activities and providing the applicants with the necessary information on their businesses.

In regard to organization culture, the study revealed that majority of the respondents strongly agreed (mean = 3.45) that the human resource department acts professionally, that the organization often conforms to being pressured into appointing people (mean = 3.31) and that the organization targets at pleasing its customers (mean = 3.26). Other respondents agreed (mean = 3.17) that employees are more concerned about how their work contributes to the success of the organization than they are about their individual success while the rest of the respondents agreed (mean = 2.93) that every staff in the organization is involved in opinions and plays an active role in living the organization culture. The work culture at the ESCS suggests that employees mean their business when at work and must be involved in playing active roles in promoting the vision of the organization.

The Level of Organizational Performance at Edo State Civil Service, Edo State

In regard to efficiency, the study finding revealed that majority of the respondents strongly agreed (mean = 3.45) that employees are regularly subjected by management on operational efficiency. Other respondents strongly agreed (mean = 3.31) that employee turnover rate has been low for the past 2 years. On further scrutiny, the study revealed that majority of the employees agreed (mean = 3.22) that the returns of sale for the organization has been increasing for the past 2 years while some respondents agreed (mean = 3.19) that each employee works to provide a better net profit for the organization. This means that ESCS often fight to keep themselves on the top due to the competitive nature of the market. This is why the individual performance of employees are regularly assessed by the top management to ensure that there is increase in sales and net profit for organization.

In regard to operational findings revealed that majority of the respondents agreed (mean = 3.00) that the human resource staff of the organization are competent while other respondents also agreed (mean = 2.92) that the performance of the stakeholders have been outstanding in the past 2 years. Some of the respondents who participated in answering the questionnaire also agreed (mean = 2.87) that customers have often been satisfied by the organization's operations. Further scrutiny of the respondents in regard to operations revealed that respondents agreed (mean = 2.74) that the organization has employed innovative measures to better its performance. Respondents also agreed (mean = 2.69) while the rest of the respondents agreed (mean = 2.62) that there has been a steady growth in market share for the organization in the past 2 years. This means that Edo state civil service professional and competent human resource staff. This in a long run guarantees customer satisfaction and increase in market share.

In regard to profitability, the finding revealed that majority of the respondents strongly agreed (mean = 3.34) that the organization's returns on invested capital has been profitable in the past 2 years while others agreed (mean = 3.15) that subjective assessment by top management on profitability is carried out by the organization. The study also revealed that majority of the respondents agreed (mean = 3.04) that the organization's returns on sales has been profitable for the past 2 year. This means that ESCS has been investing in the past 2 years and currently is reaping the profits of its investment in form of returns on sales.

The Relationship between Personnel Recruitment and the Level of Organizational Performance at Edo State Civil Service Edo State

The findings indicated a strong and positive correlation between personnel recruitment and the level of organization performance ($r= 0.942$, $sig = 0.025$).

4.2. Conclusion

Personnel Recruitment Edo State Civil Service, Edo State

The recruitment policy of Edo State civil service clearly stipulates the position and requirements needed when recruiting candidate. This make it very possible for the applicants to be well informed of what is expected of them before dropping in their applications at the reception desk. According to the study finding, the professional nature of the Human resource department provides a perfect ground for consultation to enhance the quality of the applicant during pre-screening.

The organization culture at Edo state civil service shows that there is a lot of professionalism among the human resource team that targets at pleasing its customers. The culture also shows that employees are given the opportunity to be involved in opinion making and playing an active role in living the organization culture.

The Level of Organization Performance at Edo State Civil Service, Edo State

There is a high level of organization performance at Edo State civil service, Edo state. This could be because the top management often subjects employees on regular assessment so as to ensure operational efficiency hence efficiency the organization's operations and profitability. The operations of the organizations shows increase in market share and employment of innovative measures to better organization's performance while the profitability indicates increase in returns of invested capital, increase in growth rate and increase in monthly net profit.

The Relationship between Personnel Recruitment and the Level Of Organizational Performance At Edo State Civil Service, Edo State

The findings indicate a strong and positive correlation between personnel recruitment and the level of organization performance ($r = 0.942$, $\text{sig} = 0.025$). This suggests that the variance in personnel recruitment altogether account for up to 90% of the variation in the level of organization performance (Adjusted $R^2 = 0.901$). This means that personnel recruitment can explain up to 90% of the proportion of the change in the level of organization performance

4.3. Recommendations

Personnel Recruitment at Edo State Civil Service, Edo State

In regard to the findings and conclusions of this study, the researcher cites the following recommendations:

Organizations should have human resource departments that have consultative services. This will help create a radical human resource team that will enhance the quality of the applicant pre-screening process and maintain an adequate pool of quality "protected class" of applicants.

The researcher recommends that the human resource departments should have well laid out recruitment policy that will guide the recruitment process. This will in turn guarantee efficiency in the selection procedures and provide an adequate pool of quality applicants.

The researcher recommends that during job adverts at any given organization, recruitment requirements should be well stipulated. This will help give the applicants the necessary information for the jobs in question.

The staff members from different departments should be involved in decision making. This will help employees to be more concerned about how their work contributes to the success of the organization hence giving them the opportunity to live organization culture.

Organization performance at Edo state civil service, Edo state

The researcher recommends that for purposes of efficiency, employees should be regularly assessed by top management. This will help provide information on their individual performance on sales returns and net profits hence giving the organization s clear picture of their level of performance.

There is also need to motivate employees by giving them promotions, public recognitions for good performance and monetary benefits such as salary increase and allowances for extra-time in their jobs. This will help reduce their rate of turnover hence retaining talented employees who will help push the level of performance of the organization to a different dimension.

There is need to employ competent human resource staff who will recruit qualified employees whose job will bring about customer satisfaction hence bettering the level of organization performance

4.4. Areas for Future Studies

A comprehensive future study on personnel recruitment and organization performance should be carried out in all public organization in Nigeria to provide valid data that can guarantee generalization of the findings.

The researcher used his meager resources to finance the research without the help of research assistants. A future study on the same topic should be sponsored so that facilitation issues are sorted out. This will help provide reliable data that can be used for future referencing.

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