



## **Information and Communication Technology (ICT) and Recruitment Process in Public Organizations: A Study of Nigeria Police Force, Ebonyi State Command**

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### **Abstract**

The importance of Information and Communication Technology (ICT) in the recruitment process cannot be underestimated. That explains why organizational human resources managers, the Nigeria Police Force inclusive, have integrated it into the all-important exercise. Therefore, this study examined the effect of application of ICT on recruitment process in the public sector organizations with particular reference to the Nigeria Police Force, Ebonyi State Command. The study was anchored on Technological Determinism theory espoused by Thorstein Veblen (1857-1929). The study adopted descriptive survey design with a sample size of 400. Data were generated through structured questionnaire designed in 5 Likert scale. Chi-square inferential statistics were used to test the formulated hypotheses. The study revealed among others – that the use of online recruitment platform has significantly facilitated teeming qualified citizens' access to job openings in the Nigeria Police Force, Ebonyi State Command; that the use of online recruitment portal has significantly enhanced appointment of competent staff in the Nigeria Police Force, Ebonyi State Command. The implication of the findings is that the adoption of ICT without human manipulations is key to institutionalization of meritocracy in the exercise. The study recommended as follows among others – that the Nigeria Police Force should ensure sustenance of the use of ICT in the recruitment process so as to attract qualified candidates to the security outfit; that the use of ICT should be given free hand during the recruitment exercise in order to facilitate emergence of most competent and skillful candidates.

**Keywords:** ICT; Recruitment; Selection; Public Organization; Nigeria Police Force.

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## Introduction

It is no longer contestable that effective and efficient performance of any establishment depends largely on the quantity and quality of its workforce. It is however apposite to note that availability of the pool of qualified and competent personnel does not just happen. It invariably occurs through effective recruitment process. According to Koontz and Weihrich (2005) recruitment is concerned with the filling and keeping filled positions in organizational structure.

Technically speaking, recruitment and selection are two different concepts with variegated meanings. While recruitment means all the activities undertaken to obtain a sufficient number of the competent applicants at the right time from the right places (Nickels, McHugh and McHugh, 1999), selection implies the series of activities that are carried out with intent to choose the most qualified applicants from the pool of prospective candidates. However, in the Nigerian public service, recruitment is perceived as “the filling of vacancies by appointment of persons not already in the civil service of the Federal Republic of Nigeria” (Public Service Rules of the Federal Republic of Nigeria, 2000 p. 02102).

It is noteworthy that recruitment commences with job analysis and the bottom-line of job analysis is to specify the human resources requirements (numbers, skills mix, levels, time-frame). Information from this all-important step propels organizations to make conscious efforts to attract potentially qualified candidates to apply for vacant positions (Biobele, 2007). This could be done through recruitment within the organization (internal) or outside the organization (external) sources (Onwe, Abah & Nwoku, 2015). Therefore, we could safely submit that recruitment process involves identification of job vacancies, analysis of job requirements, and review of applications, screening, short listing and selection of right candidates.

Initially, recruitment exercise was carried out using traditional recruitment method (Holm, 2012). However, with changes in time and unprecedented effects of globalization, the conventional recruitment method was adjudged unfashionable to attract sufficient pool of qualified prospective employees for appointment (Muhammad and Muhammad, 2018). The unprecedented growth in information and communication technology has undoubtedly influenced many organizations to adopt modern techniques in recruitment process. Thus, Bartram (2000) in



Muhammad and Muhammad (2018) averred that in the modern world, recruitment activities are incomplete without the nomenclature 'internet'. According to Olajide, Akingbade and Oladimeji (2015) Information and Communication Technology (ICT) is a revolution that involves the application of computer internet and other telecommunication technology in all aspects of human endeavour. Parry and Tyason (2008) argued that the use of ICT in recruitment has significantly reduced challenges involved in assessing employee background, qualification and experiences in previous job if any. It holds the promise of reducing to the barest minimum the workload on human resource managers particularly during recruitment exercise (Galanki, 2002). ICT enables employers of labour to use internet tools such as online newspapers, job sites, social media sites, etc. to reach out to as many persons as possible. Most organizations now conduct interviews through skype, vibes or any other online sources (Marler and Fisher, 2013) and written examinations are done using computer-based tests.

Just like every other organization, the Nigeria Police Force has been influenced by revolution in the information and communication technology. According to Jaja in Nwoba and Nwokwu (2017) a police or the police means a member or members of the police force entrusted with the responsibility for prevention, detection of crime, the apprehension of offenders, the preservation of law and order as well as the protection of lives and properties with due enforcement of all laws and regulations. The Nigeria police has integrated ICT as an important tool to solicit, attract, select and appoint competent prospective staff who will be instrumental to achieving its mandates. It is important to note that the recruitment of staff into the Nigeria Police Force is specifically handled by a constitutional body known as the Police Service Commission. However, it could delegate its powers of recruitment of certain categories of staff particularly junior staff to the Inspector General of Police to perform on its behalf. The use of ICT in the recruitment exercise is believed to assist human resource managers of the police force to use internet platforms such as job portals, social media, e-mail, websites, computer-based tests, etc. to attract and objectively select most qualified prospective candidates to fill vacant positions in both the ranks and files.

Unfortunately, even with the use of ICT in staff recruitment in the security outfit, the police personnel are still accused of acts of unprofessionalism, incompetence and laxity in the



performance of their duties. Consequently, crime rates have skyrocketed as there is no each passing day without gory tales of acts of insecurity (Nwokwu and Ogayi, 2021). There are still cases of herders-farmers conflicts, kidnapping, activities of unknown gunmen, armed robbery, inter-communal clashes among others. Thus, this empirical study to critically ascertain the effect of ICT on the recruitment processes in the Nigeria police Force, Ebonyi State Command.

The broad objective of this study is to assess the effect of information and communication technology (ICT) on the recruitment process of public organization with particular emphasis on the Nigeria Police Force, Ebonyi State Command. However, the specific objectives of the study include to:

1. Ascertain the extent to which online recruitment platform has facilitated teeming qualified citizens' access to job openings in the Nigeria Police Force, Ebonyi State Command.
2. Find out how the adoption of online recruitment portal has enhanced appointment of competent staff into the Nigeria Police Force, Ebonyi State Command.
3. Determine the extent to which the use of Computer-Based Test (CBT) has enhanced objective screening exercise in the Nigerian Police Force, Ebonyi State Command.

In line with the specific objectives of the study, the following hypotheses would guide the study –

H<sub>01</sub>: The use of online recruitment platform has not significantly facilitated teeming qualified citizens' access to job openings in the Nigeria Police Force, Ebonyi State Command.

H<sub>02</sub>: The adoption of online recruitment portal has not enhanced appointment of competent staff in the Nigeria Police Force, Ebonyi State Command.

H<sub>03</sub>: The use of Computer Based Test (CBT) has not enhanced objective screening exercise in the Nigeria Police Force, Ebonyi State Command

## **Conceptual Review**

### **Information and Communication Technology (ICT)**



It is a widely held view that organizations that are not constantly developing or adopting new technology will most likely be out of business in a few years (Daft, 2001). Widespread use of ICT has been implicated for the numerous changes that occur in internal organizational process. Information and Communication Technology is defined as both a structure and a process that enables the exchange, reduction and reception of information on a global scale, without restraints of space or time (Serge, *et al*, 2017). Offodu (2007) averred that ICT is electronic or computerized device(s) assisted by human and interactive materials that can be used for wide range of activities. According to Onyema (2023) ICT refers to technologies that possess the ability to collect, process, store, and exchange data. He stated further that ICT encompasses all the products that convert, duplicate or receive electronic information. Technically, ICT involves all the technologies used to handle telecommunication, broadcast media, management information systems, audiovisual processing and transmission systems, and network-based control and monitoring functions (Technopedia, 2019). Examples of ICT include - computers, cell phones, internet, modems, wired and wireless networks, photocopies and fax machine (Onyema, 2023).

Abdullah (2005) posits that ICT has continued to direct and dictate the way people think, conduct business, communicate, trade, provides, etc. Maduabum (2008) argued that a nation's capacity and ability to facilitate its socio-economic development, gain competitive advantage, improve on the wellbeing of its people etc. depend very much on the extent to which it can adopt and adapt ICT principles in her operations.

### **Recruitment**

It is no longer in dispute that human beings constitute one of the key assets that ensure the success or failure of an organization, hence the centrality of the knowledge, skills, attitudes and behaviour of the human elements for the overall good of the organization (Serge, Ngute, Njoh and Pautwoe, 2017). The above exposition shows the importance of recruitment as any mistake at the entry level is capable of spelling doom on the establishment. Recruitment as a concept has been variously defined by scholars and as the academic tradition demands, we are going to analyze some of the definitions for the purpose of clarity. According to Croft (1996, p.3) recruitment is "the analysis of a job and the features the organization will look for in a potential



employee and attracting candidates to apply to the organization and the offering of various terms and conditions of employment to a chosen potential employee.” This viewpoint conceives recruitment as being conterminous with selection. Fatiregun (1992) cited in Onah (2003) maintains that recruitment is the process of assessing a job, announcing the vacancy, arousing and stimulating people to apply. This definition represents the technical view of recruitment, which ensures the attraction and stimulation of sufficient number of people with requisite qualifications and skills to apply for job openings in a given organization. However, we are going to conceptualize recruitment as the process of discovering a pool of suitable prospective candidates and stimulating them to apply for vacant positions wherein successful candidates after series of tests are appointed into organization. This conceptualization view recruitment as being synonymous with selection and that is the position of the public service rules on recruitment as a concept.

### **ICT Initiatives in Nigeria: A Historical Overview**

Prior to the adoption of ICT policy in Nigeria, public institutions had heavily relied on analogue technologies such as typewriter, telephone, stencil etc. as well the use of traditional method of administration with serious emphasis on paper work (for instance: manual filing, handwritten memos, etc.). The foregoing resulted to the frustrating slow pace of service delivery and abysmal policy and programme implementation which in turn led to snail speed in the development of the country (Onyema, 2023).

However, it must be noted that the ICT initiative in Nigeria started following the establishment of the National Broadcasting Commission (NBC), and the Nigeria Communication Commission (NCC) in 1992. The NBC was able to record some successes by licensing some private operators starting from 1993 whereas NCC only licensed few wireless operators to provide telephone services in Lagos (Maduabum, 2008). Ndukwe (2004) contended that the NCC started to function properly when Obasanjo’s administration properly constituted the commission in April 2000.

Furthermore, the Obasanjo’s administration in March 2001 came up with its policy on Information Technology (IT) known as the Nigerian National Information Technology Policy



(NNITP). The bottom-line of the policy was to launch Nigeria into the information super highway. In addition, it is equally aimed at developing local capacity for production of software solution for both public and private sectors of the economy. In the area of governance, the NNITP was fashioned in a manner to serve as a driving force to re-engineer and speedily transform government to interface with the needs of the citizenry by setting up transparent Government Wide Information System (GWIS) at the national, state and local government level (Federal Government of Nigeria, 2001). Government intentions with regard to the policy were: to assist in the reduction of bureaucracy in the conduct of government business, increase efficiency, enhance productivity and reduce to the barest minimum the cost of service delivery.

More so, the Obasanjo's administration established the National Information Technology Development Agency (NITDA) to serve as a bureau for the implementation of the IT policies. The agency has as its main mandates the implementation, regulation, monitoring, evaluation and verification of the progress of the IT policy in the country. The NITDA has the following as its specific objectives – to ensure that information technology resources are readily available to promote efficient national development; to improve accessibility to public administration for all citizens; to enhance planning mechanisms and forecasting for the development of local infrastructure, and to re-engineer and improve urban and rural development schemes. There was equally the establishment of a National Information Technology Development Fund (NITDEF) which is managed by the NITDA under the supervision of the Federal Ministry of Science and Technology (FGN, 2001).

Meanwhile, NITDA carried out a number of projects to realize its mandates of making Nigeria an IT compliant country. Some of those projects include – Public Service Network (PSNet), Mobile Internet Unit (MIU) and Human capacity development. The Nigerian IT policy was equally given a boost by the liberalization of the Global System for Mobile Communication (GSM) in August 2001. To deepen the root of IT policy in the country, the Nigerian government made it mandatory for public officers to undergo ICT training to enhance their skills for purpose of engaging in the e-governance initiative in the polity. The implication of the foregoing is that government has demonstrated its readiness to adopt and utilize ICT in its day-to-day



administration. Little wonder, all levels of government and their agencies have embraced and integrated ICT in the course of governance to meet the yearnings and aspirations of the masses.

### **Information and Communication Technology (ICT) and Appointment of Staff into Organizations**

The benefits of the utilization of ICT in the recruitment and selection of staff in any organization are so enormous. That explains why many organizations do not want to be left behind as human resources managers strive to deploy technology to undertake the critical aspect of the human resources management. The bottomline is to avoid making any costly mistakes in the process of getting prospective staff from the labour market. In this segment of the discourse, we are going to dissect the place of ICT in entrenching objective screening exercise in organization with the ultimate goal to select best qualified candidates to fill vacant positions.

The use of ICT in recruitment increases the objectiveness and standard of recruitment practices in organization. The adoption of ICT in recruitment ensures that the exercise is conducted in keeping with objective criteria devoid of sentiments and other primordial considerations. Therefore, it could be safely argued that e-recruitment has remained a potent tool to facilitate and promote standard procedure in the recruitment exercise. In addition it ensures that the cost of the exercise is highly reduced. Muhammad and Muhammad (2018) contended that the use of ICT in recruitment is cost-effective and attracts a large pool of applicants, wherein the recruiter is better positioned to hire talented staff. It saves time and resources even as it is easy to use the recruitment software to shortlist the candidates who meet selection criteria (Chapman and Webster, 2003).

It not only improves recruitment and selection efficiency but also reduces costs of the exercise. The use of ICT in staff recruitment and selection has introduced efficiency in the exercise as it paves way for the best candidates who possess requisite skills, knowledge and qualifications to be chosen for job openings in the organization (Johnson and Gueutal, 2011). There is usually increase in the quality and quantity of applicants. With ICT in staff recruitment, it creates veritable opportunity for organizations to conveniently reach out to applicants across the length and breadth of the country and even around the globe thereby making it possible for as many qualified persons to show interest by submitting their applications to the recruiting institutions.





More so, it increases applicants' convenience. Job applicants usually in the comfort of their homes gain access to the online recruitment portal and subsequently obtain adequate information on available job openings in the organization. The risks involved in the physical movement of the applicants from their respective homes to the organizations are drastically reduced as with the stroke of keys, every information including credentials are submitted online for further actions by human resources managers of the concerned establishments. It makes for flexibility in the selection test administration. In the traditional method, it is imperative that applicants converge at designated venues and given periods for the selection test.

However, with the deployment of ICT, the situation has changed; applicants would in the comfort of their homes take web-based versions of tests in either proctored or unprotected environments (Johnson and Gueutal, 2011). It enhances organizational ability to provide adaptive testing of applicants. It has been observed that adaptive test has what it takes to reduce applicant's boredom through elimination of questions that are either too easy or too challenging. It has been established that adaptive testing reduces testing time by 25% to 75% without adversely affecting the reliability or validity of the test (Alkhadher, Anderson and Clark, 1994).

### **History of Nigeria Police Force and Ebonyi State Police Command**

According to Nwoba and Nwokwu (2017), there is no society however backwards without some forms of security architecture with responsibilities to maintain law and order as well as ensure security of lives and property. Expectedly, the indigenous peoples of the areas known today as Nigeria had their security outfits that policed their environments prior to advent of the whites. The security outfits which are popularly referred to as Tribal Custom Police System had the mandates to functionally prepare youths for active participation in the maintenance of peace and security as well to effectively contribute to community development. It is important to stress that this form of police system had varied objectives but the overall goal is to groom young men to be honest, respectful, skillful and conform to acceptable societal mores and etiquettes (Nwoba and Nwokwu, 2017).

Sequel to the advent of the whites and imposition of their colonial administration, the tribal police system was replaced with institutionalized police system. According to Nwanze (2014),



the Nigeria police was established in 1930 by the colonial government. Prior to 1930, we had in existence the Hausa Constabulary established in 1879, the Royal Niger Company Constabulary 1888, the Niger Coast Constabulary in 1894 and the Lagos police which was instituted in 1896. However, the foregoing different police forces were merged in 1930 to form the colony's first National Police and the unified police was administered from Lagos. The main purpose of the force was to stifle dissenting voices against colonial rule.

In 1960 when Nigeria got independence, our policemen only swapped masters but their brief did not change. In other words, the federal government at that time used the force to enforce their own view whether or not it was legal. Nigerian Republican Constitution of 1963 gave each region right to have regional police forces while the federal government retained oversight on the Nigeria Police Force (NPF) (Nwanze, 2014). However, the Gowon administration disbanded the regional police forces following the role of Northern police forces in the pogroms of 1966. The disbandment was completed in 1972.

From the staff strength of 12,000 policemen in 1960, the force currently parades around 371,800 officers and men (A-TIPSOM Nigeria, 2023) who maintain law and order as well as provide security of lives and property of residents in Nigeria. In line with section 215(2) of the 1999 Constitution of the Federal Republic of Nigeria as amended, "The Force shall be commanded by the Inspector General of Police". This implies that orders, directives and instructions to perform or carry out the duties for which the police is established, flows from the Inspector General of Police, through the chain of command, to any officer positioned to execute such order. Disobedience or failure to implement such instructions attracts severe punishment.

The organizational structure of the Nigeria Police Force is as follows - the Force Headquarters located at Edet House, Abuja, 17 Zonal Headquarters, 37 State Commands Headquarters, 127 Area Commands, 1129 Divisional Police Headquarters, 1579 Police Stations and a total of 3756 official Police Posts. Police officers are deployed or redeployed across state lines often without local knowledge of their areas of deployment.



The Ebonyi State Command is one of the 37 state commands in Nigeria with seven functional departments designed to provide adequate security for lives and property of people resident in the state. The command was established following the creation of the state in 1996 by General Abacha's regime. The command, which is headed by a commissioner of police, is under zone 9 with headquarters at Umuahia, Abia State. The CP receives instructions or directives from the AIG of the zone. The state command has 6 Area commands and 21 police divisions situated across the breadths and lengths of the state.

### **The Nigeria Police Force and Utilization of ICT in the Recruitment of Prospective Staff**

It is unarguable that in the 21<sup>st</sup> century every organization strives to be on a speed lane; no organization desires to be left behind with respect to the adoption of ICT. It is a common knowledge that ICT has permeated every facet of life; there is no sector of the economy that has not been adequately covered by the ICT's wave. Therefore, any organization that desires to achieve economy, integrity, efficiency, transparency, accountability and quality assurance in operation must leverage on the gains derivable from the ICT.

As a forward-looking institution, the Nigeria Police Force has since integrated ICT in its operations particularly in the areas of recruitment and selection of its manpower needs. In specific terms, the security outfit deploys Infotech in creating awareness on existence of vacancies in the institution. More so, the Nigeria Police Force usually opens an online application portal which is an online platform that provides opportunity for prospective applicants to fill out all necessary online recruitment forms as well as electronically attach relevant educational qualifications and other vital documents that could be of interest to the security institution. Those that scaled through this first hurdle are usually invited for physical verification exercise where the candidates as well as their relevant documents are physically examined to ascertain their suitability and originality. The Police Force has also embraced the use of Computer Based Test (CBT) for proper examination of prospective candidates in order to sieve out the best from the multitude that presented themselves for enlistment into the force. The CBT centres are always scattered across the states of the federation including the Federal Capital Territory (FCT) to enable candidates have access to the venues with little or no stress. At the end of the (CBT) examinations, the successful candidates are shortlisted for further recruitment



processes such as documentation, orientation/training and deployment to various police formations across the country.

The foregoing is a clear testament that ICT has come to stay in the Nigeria Police Force especially in the process of enlistment of prospective personnel into the security institution. However, human behaviour on the part of human resources managers of the Force rather than the ICT gadgets and processes have continued to vitiate the gains derivable from the utilization of ICT in staff recruitment in the security outfit. In most cases, it is usually observed with dismay that the outcomes of the ICT based recruitment processes are abandoned for other pecuniary and primordial considerations, hence the perceived inability of the Nigeria Police Force to fully achieve its envisaged transparency, fairness, objectivity, efficiency and integrity in the recruitment processes. This might have explained why the security outfit is always faced with the persistent challenge of motion without movement in terms of effective protection of lives and properties of the citizenry in the country.

### **Theoretical Framework**

The study adopted the Technological Determinism theory to analyze the work. The concept, technological determinism, is associated with an American sociologist and economist, Thorstein Veblen (1857-1929) but the theory was later expanded by the works of Clarence Ayres, William Ogburn among other radical technological determinists.

The main postulation of the theory is that technological advancement to a large extent determines human activity and societal progress. Put differently, social progress is a function of technological innovation. More so, it argues that media technology acts as a force that shapes how we human beings in the society think, feel, act and how the society functions. It is in the light of the foregoing that Chandler (2014) contended that technology in general and communication technologies in particular serve as the basis of society in the past, present and even the future. He added that new technologies transform society at every level including institutions, social interactions and individuals.



The implication of the above is that if any institution fails to adapt and adopt current revolution in the ICT sector such organization cannot function efficiently and effectively. It is important to note that technological determinism has two components – soft and hard technological determinism. The soft technological determinism argued that technology is one of the important factors that affect societal progress and human activity while the hard technological determinism believes that technology is the main or the only significant driver affecting society and human activities (Adlerm 2006).

The relevance of the theory to this study is that ICT has significantly influenced the way and manner that human resources practices are conducted especially recruitment and selection of workers. The Nigeria Police Force has imbibed the ICT in the recruitment process. This is to ensure that competent prospective employees are attracted and through series of employment tests (CBT) select the most qualified candidates in order to revamp the battered image of the security outfit as well as enhance its professional standards for effective protection of lives and property of Nigerian populace

### **Methodology**

The study adopted descriptive survey design. The choice of this design was informed by the fact that sample of the population was understudied so that the outcome of the study could be used to make generalization. Asika (2012) argued that the design is always concerned with observation of what is happening to variables without any attempt to manipulate it. The study was located at the Nigeria Police Force, Ebonyi State Command Abakaliki. The state police command is one of the thirty-seven state commands in Nigeria situated at the Abakaliki capital territory. The Ebonyi State Police Command is situated along Dr. Sam Egwu (Ogoja Road) Way, adjacent Old Government House Abakaliki. The command is administratively composed of seven (7) functional departments A – G with each department assigned peculiar responsibilities. They are as follows – ‘A’ Department – Administration, ‘B’ Department – Operation, ‘C’ Department – Logistics and Supply, ‘D’ Department – Investigation and Intelligence, ‘E’ Department – Training and Command, ‘F’ Department – Research, Planning and Inspectorate Division, and finally ‘G’ Department – ICT (Nigeria Police Force (npf.gov.ng)).



The population of the study consisted of the total population of officers and men of the Ebonyi State Command that place surveillance on the nooks and crannies of the State. The population of officers and men of the force was three thousand five hundred and sixty-one (3,561) ('A' Department – Administration, Ebonyi State Police Command, 2022). However, the sample size was 400 determined using Taro Yameni formula.

Data for the study were obtained from the primary source with the use of structured questionnaire designed in line with Likert five-point scale of agree, strongly agree, undecided, disagree, strongly disagree. Out of the 400 copies of the structured questionnaire distributed, 360 copies were correctly filled and returned. Accordingly, 360 copies of the responses were used for the analysis.

However, the formulated hypotheses were tested using Chi-Square statistical tool. The formula is as shown below:

$$X^2 = \frac{\sum(FO - Fe)^2}{Fe}$$

Where:

$X^2$  = Chi-square

FO = Observed Frequency

Fe = Expected Frequency

### Test of Hypothesis I

**H<sub>01</sub>:** The use of online recruitment platform has not significantly facilitated teeming qualified citizens' access to job openings in the Nigeria Police Force, Ebonyi State Command.

**Table 1:** Police online recruitment platform provides access for qualified citizens to apply for vacant positions in the Nigeria Police Force, Ebonyi State Command.

Responses	Frequency	Percentage
Strongly Agree	160	44.44%
Agree	150	41.67%
Undecided	10	2.78%
Disagree	28	7.78%
Strongly Disagree	12	3.33%
<b>Total</b>	<b>360</b>	<b>100%</b>



Source: Field Survey, 2023.

The above table indicated that 160(44.44%) of the respondents strongly that the police online recruitment platform provides access for qualified citizens to apply for vacant positions in the Nigeria Police Force, Ebonyi State Command; 150(41.67%) agreed with the notion while 10(2.78%) were undecided. However, 28(7.78%) of the respondents disagreed while 12(3.33%) of them strongly disagreed. This shows that the police online recruitment platform provides access for qualified citizens to apply for vacant positions in the force.

$$\text{Expected Frequency (E)} = \frac{360}{5} = 72$$

**Table 2: Chi-Square Computation**

Observed Frequency	Expected Frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
160	72	88	7,744	107.56
150	72	78	6,084	84.50
10	72	-62	3,844	53.39
28	72	-44	1,936	26.89
12	72	-66	3,600	50
<b>Total</b>	<b>360</b>		<b>23,208</b>	<b>322.34</b>

Source: Data Computation, 2023.

The calculated Chi-square value = 322.34

To compute for the Degree of Freedom (Df) or Critical value,  $Df = (R-1) (C-1)$

Where:

R = Number of Rows = 5

C = Number of Column = 2

$Df = (5-1) (2-1) = 4$

The research assumed 95% level of confidence and 5% level of significance. Therefore, at 5% level of significance, the degree of freedom (Df) at 4 = 9.488 which is approximately 9.5.

### Decision Rule

If the calculated Chi-square ( $x^2$ ) value is greater than the critical value, the null hypothesis should be rejected while the alternative hypothesis should be accepted.

From the above table, it could be revealed that the calculated Chi-square ( $x^2$ ) value (322.34) is greater than the critical value (9.5). Therefore, in accordance with our decision rule, the null



hypothesis is hereby rejected whereas the alternative hypothesis is upheld. Accordingly, it could be concluded that the use of online recruitment platform has significantly facilitated teeming qualified citizens' access to job openings in the Nigeria Police Force, Ebonyi State Command. This finding agrees with the position of Johnson and Gueutal (2011) who contended that the adoption of ICT in staff recruitment always creates room for organizations to reach out to applicants across the nooks and crannies of the country and even beyond the shores of the country thereby making it possible for as many qualified persons to demonstrate interest in the job openings.

### Test of Hypothesis II

**H<sub>02</sub>:** The use of online recruitment portal has not enhanced appointment of competent staff into the Nigeria Police Force, Ebonyi State Command.

**Table 3:** The use of online recruitment portal has facilitated appointment of qualified staff into the security outfit

Responses	Frequency	Percentage
Strongly Agree	200	55.56%
Agree	100	27.78%
Undecided	04	1.11%
Disagree	30	8.33%
Strongly Disagree	26	7.22%
<b>Total</b>	<b>360</b>	<b>100%</b>

Source: Field Survey, 2023

From the above table it could be observed that 200(55.56%) of the respondents strongly agreed that the use of online recruitment portal has facilitated appointment of qualified staff into the security outfit; 100(27.78%) of them agreed with the assertion whereas 04(1.11%) of the respondents were undecided. Meanwhile, 30(8.33%) of the respondents disagreed even as 26(7.22%) of them strongly disagreed with the notion. Therefore, we could conclude that the use of online recruitment portal has facilitated appointment of qualified staff into the security outfit,

$$\text{Expected Frequency (E)} = \frac{360}{5} = 72$$

**Table 4:** Chi-Square Computation

Observed Frequency	Expected Frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
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<b>200</b>	72	128	16,384	227.5
<b>100</b>	72	25	625	8.68
<b>04</b>	72	-71	5,041	70.01
<b>30</b>	72	-41	1,681	23.35
<b>26</b>	72	-46	2,116	29.39
<b>Total</b>	<b>360</b>		<b>25,847</b>	<b>358.99</b>

Source: Data Computation, 2023

The calculated Ch-square value = 358.99

To compute for the Degree of freedom Df or Critical value;  $Df = (R-1) (C-1)$

Where:

R = Number of Rows = 5

C = Number of columns = 2

$Df = (5-1) (2-1) = 4$

The research assumed 95% level of confidence and 5% level of significance. Therefore, at 5% level of significance, the degree of freedom (Df) at 4 = 9.488 which is approximately 9.5.

### Decision Rule

If the calculated Chi-square ( $x^2$ ) value is greater than the critical value, the null hypothesis should be rejected whereas the alternative hypothesis should be accepted.

From the above table, it could be observed that the calculated Chi-square ( $x^2$ ) value (358.99) is greater than the critical value (9.5). Therefore, in line with our decision rule, the null hypothesis is hereby rejected while the alternative hypothesis is upheld. Consequently, it could be safely concluded that the use of online recruitment portal has significantly enhanced appointment of competent staff into the Nigeria Police Force, Ebonyi State Command. The finding is true in that the deployment of ICT in recruitment brings about transparency, fairness, objectivity, merit system, etc. which are essential for appointment of people with requisite qualifications, skills and abilities. This finding is in agreement with Johnson and Gueutal (2011) who found in their study that ICT in recruitment encourages efficiency in the exercise as it paves way for the best candidates with appropriate skills, knowledge and qualifications to emerge successful and fill vacant positions in the organization. More so, Muhammad and Muhammad (2018) established that the use of ICT enables the recruiter to hire talented staff



### Test of Hypothesis III

**H<sub>03</sub>:** The use of Computer Based Test (CBT) has not enhanced objective screening exercise in the Nigeria Police Force, Ebonyi State Command

**Table 5:** The use of CBT in recruitment has enhanced quality screening exercise as qualified candidates are selected

Responses	Frequency	Percentage
Strongly Agree	162	45%
Agree	148	41.11%
Undecided	11	3.06%
Disagree	20	5.56%
Strongly Disagree	19	5.28%
<b>Total</b>	<b>360</b>	<b>100%</b>

Source: Field Survey, 2023

The above table showed that 162(45%) of the respondents strongly agreed that the use of CBT in recruitment has enhanced quality screening exercise as qualified candidates are selected; 148(41.11%) of them agreed with the notion while 11(3.06%) of them were undecided. However, 20(5.56%) of the respondents disagreed whereas 19(5.28%) of them strongly disagreed with the assertion. This is a clear indication that the use of CBT in recruitment has enhanced quality screening exercise as qualified candidates always emerge.

$$\text{Expected Frequency (E)} = \frac{360}{5} = 72$$

**Table 6:** Chi-Square Computation

Observed Frequency	Expected Frequency	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
162	72	90	8,100	112.2
148	72	76	5,776	80.22
11	72	-61	3,721	51.68
20	72	-52	2,704	37.56
19	72	-53	2,809	39.01



<b>Total</b>	<b>360</b>	<b>23,110</b>	<b>320.97</b>
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Source: Data Computation, 2023

The calculated Chi-square value = 320.97

To compute for Degree of freedom (Df) or Critical value,  $Df = (R-1) (C-1)$

Where:

R = Number of rows = 5

C = Number of columns = 2

$Df = (5-1) (2-1) = 4$

The research assumed 95% level of confidence and 5% level of significance. Therefore, at 5% level of significance, the degree of freedom (Df) at 4 = 9.488 which is approximately 9.5.

### Decision Rule

If the calculated Chi-square ( $x^2$ ) value is greater than the critical value, the null hypothesis should be rejected and vice versa.

From the above table, it could be observed that the calculated Chi-square ( $x^2$ ) value (320.97) is greater than the critical value (9.5). Therefore, in line with our decision rule, the null hypothesis is hereby rejected while the alternative hypothesis is affirmed. Accordingly, it could be strongly concluded that the use of CBT in recruitment has significantly enhanced objective screening exercise in the Nigeria Police Force, Ebonyi State Command. The result of the test of hypothesis III is very correct because, all things being equal, computer-based tests always produce accurate results, which are devoid of sentiments or other mundane considerations. This therefore, makes for the objectivity of the screening exercise. Chidoka (2023) revealed that the staff of the Federal Road Safety Corps recruited through the CBT have continued to wear their uniform with pride as they have consistently delivered value to the organization to this day.

### Conclusion

Recruitment/selection of staff are important human resources functions that are crucial to organizational survival, hence requires desired attention from human resources managers. With the influence of ICT on every aspect of human endeavour, human resources functions could not be left behind, hence the adoption of ICT in the recruitment exercise. The utilization of ICT in



this aspect of human resources function has proven to be a magic wand that promotes transparency, fairness, objectivity and meritocracy in the exercise. Perhaps, it is in recognition of strategic role of ICT in ensuring objective recruitment that the Nigeria Police Force has integrated it into the process of recruitment of her prospective personnel. However, it is instructive to note that the application of ICT in the recruitment process may not achieve the desired result in the Police Force if extraneous factors such as system manipulations, ethnic considerations, sentiments, etc. take the centre stage in the course of the exercise. Therefore, the foregoing negative human behaviour among others should be constantly kept in check so as to allow the ICT gadgets to objectively determine who emerges successful in the exercise. Unarguably, this will certainly promote efficiency, effectiveness, professionalism and proactiveness in the performance of Nigeria Police Force in general and Ebonyi State Police Command in particular.

## **Recommendations**

Arising from the findings, the study recommended as follows –

1. That the Nigeria Police Force should sustain the use of ICT in the recruitment process in order to attract qualified citizens across the country to apply for vacant positions wherein the best candidates should be selected to rejig the Nigeria Police Force for the humongous tasks ahead.



2. That the ICT should be allowed free hand, devoid of manipulations, during the recruitment and selection processes for purpose of ensuring that the most competent and skillful candidates eventually emerge from the exercise.
3. That the results of the CBT should be solely relied on in the selection of successful candidates so as to enhance the objectivity and integrity of the exercise.

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