

SELECTION PROCESS AND PERFORMANCE OF EMPLOYEES IN SECONDARY SCHOOLS IN ENUGU METROPOLIS

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ABSTRACT

The study examined the effect of selection process on Performance of employee. The area of the study was Enugu metropolis with emphasis on selected secondary schools in Enugu metropolis. The population of the study was 1381. The sample size of 291 was determined from the population using Freund and Williams's statistical formula. The simple random sampling (SRS) was used in selection of the respondents. The findings revealed that; Selection test had a significant positive effect on increased output of employees in secondary schools in Enugu metropolis. Selection test had a significant positive effect on employee innovation in secondary schools in Enugu metropolis and there was no significant positive relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis. This goes to show that employee selection and retention strategies of secondary schools are inadequate to retain a competent workforce for efficiency. It was concluded that Selection processes significantly affected increased output of employees in secondary schools in Enugu metropolis, selection test enhanced ability to attract qualified employees who are motivated to perform. The study recommended among others that human resource planners in institutions must go beyond recruitment and selection process. They must perform other personnel functions. They must address employees' training and development needs.

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1. INTRODUCTION

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefit to the organization. As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being

paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process of the development of the total organization are the fulcrum of human resource management. Akin to this development is the contention in National University of Ireland (2016) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right calibre of candidates are identified (Straw, 2012).

However, most recruitment and selection processes have elements of subjective judgement inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants (National University of Ireland, 2016). Experience also shows that a successful appointment can produce results which impact favourably on the wider aspects of organizational life while a poor one can have damaging effects far outside the organization in which it is made. However, the recruitment and selection of employees also provides an opportunity for the organization to present itself in a favourable light (National University of Ireland, 2016). According to Eze (2010), the overall success of the enterprise depends ultimately on its ability to have the needed people in the right jobs at the time they are needed. This means that the path to the attainment of the long term goals of the organization can only be clear when it possesses the employees with the appropriate knowledge, skills and the will to achieve such goals.

Mullins, (2012) is of the view that selection is a vital function of human resource management for any type of business organization. This is a term that refers to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of this function. Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost.

The highly competitive and changing market of today requires quick and effective response. To be highly competitive, managers are realizing that the success of a business enterprise depends largely on the efficient selection of its Human Resources (Ho-Minh, 2012). In human resource management, recruitment is the foundation for selection process (Micheal, 2011). Recruitment involves using application forms, resumes, interview schedules, employment and skills tests and reference checks to evaluate and screen job candidates (Stoner, Freeman and Gilbert, 2012). Selection is the process of choosing from numerous applicants a suitable candidate to fill a job position. Selection is among the major functions of human resource department and as well an important first step towards creating the competitive strength and the strategic advantage for the organization. Searching for, and obtaining potential job candidates in sufficient numbers and quality and at the right cost is the best way for organization to get the most appropriate people to fill its job positions.

Performance is one of the most challenging issues related to manufacturing and service organizations. Performance usually relates to efficiency (how many valuable resources are used relative to what it produced) and effectiveness (measuring the ability of the

manufacturing or service process to produce the desired result). This can be achieved if the selection process of an organization is devoid of nepotism and chance to meet the challenging constraints affecting the organization (Irwin, 2010). The importance of adhering to selection process is vital for organizational competitiveness and a failure to approach this function effectively will result to selection of wrong and underperforming employees which will in turn lead to low level of performance (Nankervis, Compton and McCarthy, 2012).

Performance can be enhanced by a suitable work environment. It can also be a product of effective recruitment and selection process (Pita, 2015). An effective recruitment and selection process can ensure that an institution hires the right candidate for a particular job or role. Secondary schools are amongst the most important institutions in any nation, as they play a significant role in the development of the country. Countries that promote education become more developed, and they are able to formulate, implement and manage their own development.

1.1 Statement of the problem

In the past, the human resources management function was not seen as important, and as a result many institutions including secondary schools did not place any premium on hiring people. This obviously resulted in human resource managers' unhappiness with the quality of candidates, and long recruitment cycle times. This is an indication that many human resources managers and officers still do not consider recruitment and selection as important tasks within the human resource department. Perhaps this is the reason why institutions including secondary schools complain that it is difficult to find a suitable candidate for job openings. It is regrettable that many schools in Nigeria ignore standard selection programmes. This makes selection of teaching personnel overwhelmed with myriad of unethical practices; discrimination and favoritism. As a result of these, some schools now become dumping ground for longtime job seekers.

It is obvious that hiring someone who does not fit into a particular job or who does not suit the culture of the organization may bring about disciplinary problems, disputes, absenteeism, high labour turnover, fraud, poor service delivery to customers, suppressed creativity, innovations and learning, inability to cope with new challenges or changes, non-competitiveness, poor quality production, waste of organization's money, time and other valuable resources. All these may culminate to low level of organizational performance.

Using the incorrect type of selection processes may impact the institution's efficiency in producing great talents. However, certain problems exist in selection processes such as unclear job descriptions, unskilled personnel who conduct interviews, and many more. Such problems affect the performance of the institution involved. It is against the backdrop of the above problems, that this study was designed.

1.2 Objectives of the study

The broad objective of the study is to appraise the effect of selection process on performance of employees; a Study of selected secondary schools in Enugu metropolis. The specific objectives include the following:

- i. To ascertain the effect of selection test on increased output of employees in secondary schools in Enugu metropolis.
- ii. To determine how selection test affect employee innovation in secondary schools in Enugu metropolis.

- iii. To ascertain the relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis.

1.3 Research Questions

The following questions were stated for this study:

- i. What is the effect of selection test on increased output of employees in secondary schools in Enugu metropolis?
- ii. How does selection test affect employee innovation of employees in secondary schools in Enugu metropolis?
- iii. What is the relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis?

1.4 Hypotheses

The following null hypotheses were formulated for the study.

- i. Selection test has no positive significant effect on increased output of employees in secondary schools in Enugu metropolis.
- ii. Selection test has no positive significant effect on employee innovation of employees in secondary schools in Enugu metropolis.
- iii. There is no positive and significant relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

Selection

Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment (Barrick, Feild, Gatewood, 2011). Stoner, Freeman, Gilbert (2012), view selection as the process of gathering information for the purposes of evaluating and deciding who should be hired for the short and long term interests of the individual and the organization. Selection is choosing from numerous applicants a suitable candidate to fill a post. It is a decision-making activity and the psychological calculation of suitability of the candidate (Mamah and Ulo, 2012). Selection is the second step in the process of man power planning and acquisition. It is the process of choosing the appropriate candidate that matches the job requirements in the organization. Selection process in large organizations may be lengthy and will be wider for manufacturing organizations and differs from one industry to other depending on the task and competitiveness of the industry. The end result of every selection process is divided into two classes as selected and not selected while the selected will move ahead for placement the later will be rejected.

Neeraj (2012) defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires". Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012).

Performance

Describes various measures of the efficiency of production (Sickles & Zelenyuk, 2019). Often (yet not always), a performance measure is expressed as the ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per

unit of input. Most common example is the (aggregate) labour performance measure, e.g., such as GDP per worker. There are many different definitions of performance (including those that are not defined as ratios of output to input) and the choice among them depends on the purpose of the performance measurement and/or data availability. The key source of difference between various performance measures is also usually related (directly or indirectly) to how the outputs and the inputs are aggregated into scalars to obtain such a ratio-type measure of performance (Sickles & Zelenyuk, 2019)

Selection Process

Newill & Schackleton, (2010) stated that the selection process consists of five distinct aspects:

1. **Criteria development.** All individuals involved in the hiring process should be properly trained on the steps for interviewing, including developing criteria, reviewing résumés, developing interview questions, and weighting the candidates.
The first aspect to selection is planning the interview process, which includes criteria development. Criteria development means determining which sources of information will be used and how those sources will be scored during the interview (Hunger and Wheelen, 2013). The criteria should be related directly to the job analysis and the job specifications. In fact, some aspects of the job analysis and job specifications may be the actual criteria. This process usually involves discussing which skills, abilities, and personal characteristics are required to be successful at any given job. By developing the criteria before reviewing any résumés, the institution's management can be sure he or she is being fair in selecting people to interview. Some institutions may need to develop an application or a biographical information sheet.
2. **Application and résumé review.** Once the criteria have been developed (step one), applications can be reviewed. People have different methods of going through this process, but there are also computer programs that can search for keywords in résumés and narrow down the number of résumés that must be looked at and reviewed.
3. **Interviewing.** After the institution's management have determined which applications meet the minimum criteria, they must select those people to be interviewed. Most people do not have time to review twenty or thirty candidates, so the field is sometimes narrowed even further with a phone interview.
4. **Test administration.** Any number of tests may be administered before a hiring decision is made. These include drug tests, physical tests, personality tests, and cognitive tests. Some educational institutions also perform reference checks, credit report checks, and background checks.
5. **Making the offer.** The last step in the selection process is to offer a position to the chosen candidate. Development of an offer via e-mail or letter is sometimes a more formal part of this process. Compensation and benefits will be defined in an offer.

Selection process consists of various steps/stages, according to Pita (2016) and Grobler, et al (2013), the steps are:

- i. Carry out human resources planning, job analysis, description and specification.
- ii. Application blank/soliciting for/receiving application.
- iii. Short listing of qualified candidates and screening out the unqualified applicants.
- iv. Arranging for and conducting preliminary interview or initial screening.
- v. Employment test designed to find out how well an individual can do a job.
- vi. Checking of reference source.
- vii. Medical/physical examinations to ensure that the individual is in good health.
- viii. The selection decision.

ix. Final approval/placement/engagement.

Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests, applications and résumés can all help identify differences among candidates.

Screening

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

Selection tests

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment centre procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where „personality“ is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible.

Human Resource Planning, Recruitment and Selection in Educational Institutions:

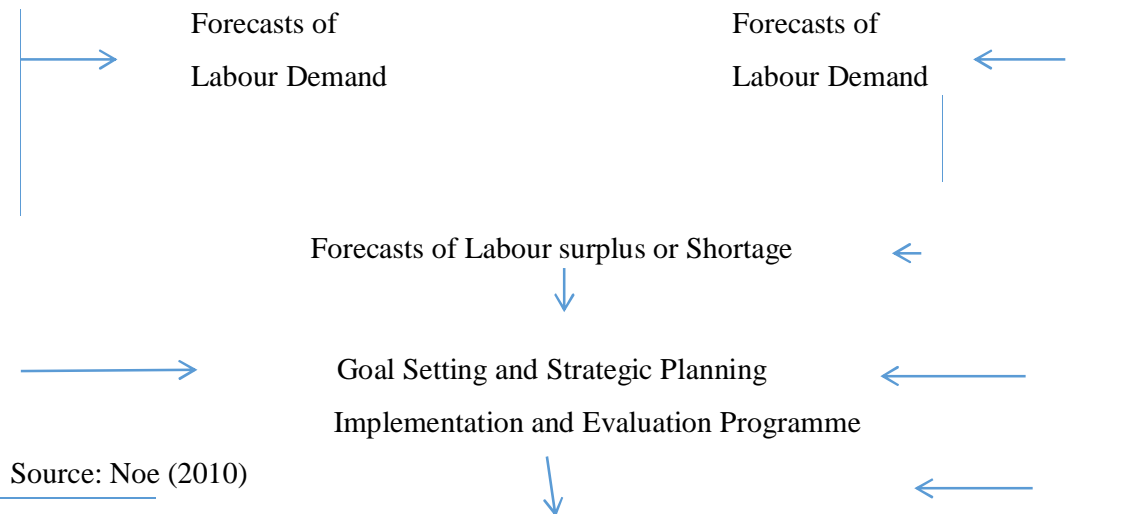
Fajana (2012) posits that human resource planning deals with the systematic and continuing process of analyzing an institution's human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the institution. It is a vital part of corporate planning and budgeting procedures since, human resource costs and forecasts both affect and are affected by longer-term corporate plans. Planning involves the forecasting of human resource needs in an institution and designing appropriate actions such as recruitment, training and career development based on identified needs. Planning is carried out within the goals and general policy framework of the institution or agency. It is also affected by public policies, changes in technology and availability of manpower.

Human resource planning involves a complex task of forecasting and planning for the right numbers and the right kinds of teachers at the right places and at the right time to perform activities that will benefit the institution in accomplishing its objectives and in helping its members to satisfy their needs. Human resource planning will be successful to the extent that it properly coordinates each of enumerated elements and it is essentially the fitting of

resources to institution's needs in the longer term or shorter term as the case may be. Human resource planning is a vital ingredient for the success of the institution in the long run. There are procedures to be followed by an organization which ensures that it has the right number and kind of teachers at the right place and time to enable achieve its objectives.

The main functions of human resource department are: human resource planning, selection and recruitment, training and development, career planning, transfer and promotion, risk management, performance appraisal, etc.

Figure 1:



This figure illustrates the process of human resource planning. .

Thus, institutions' management need to see the attraction and retention of teachers as a part of the employment relationship based on a mutual and reciprocal understanding of expectations as well as attempt to predict how a potential teacher might behave in future and make a contribution to the institution's requirements (Newill and Shackleton, 2010). Many approaches to recruitment and selection tend however, to emphasize the power of institutions' management. For example, traditional approaches attempt to attract a wide choice of candidates for vacancies before dropping out those who do not match the criteria set in job descriptions and personnel specifications for the job.

Teachers seen as part of the primary internal academic activities become the focus for the bundle of human resource practices. They bring about increased motivation, an increased acceptance of responsibility, dependent skills and greater commitment, providing the institution with a competitive edge. Such teachers become part of an institution's core workforce while recruitment and selection process represent the entry point of activities. Approaches to the recruitment and selection of teachers which forms the secondary internal academic activities could be subject to less screening at the point of entry, attention being paid mainly to possession of required skills. The teachers might be recruited and selected by cheaper methods but must be aligned to organizational strategy via specification of required competencies.

Anyim, Ekwoba and Ideh (2012) stated that human resource planning provides answers to such questions as:

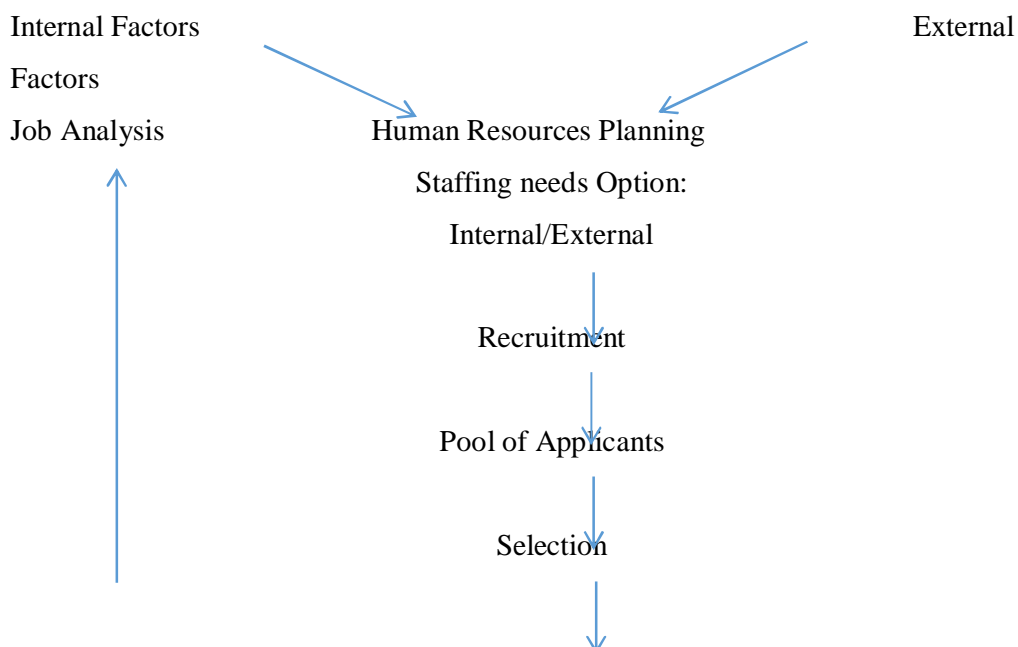
- i) How many teachers will be needed?

- ii) What skills, knowledge and competencies will they require?
- iii) Will existing human resource meet the identified need(s)?
- iv) Is further training and development needed?
- v) Is recruitment necessary?
- vi) When will the new teachers be needed?
- vii) When should training or recruitment start?

Eze (2010) citing Casio (1989) defines strategic planning as a process of setting objectives and deciding on the actions to achieve them. It is the process of setting the major objectives of an organization and developing comprehensive plans as to how the objectives will be attained

Nnamani (2012) is of the view that selection process in any given job is an important factor in the development of any ideal society. Development generally is a change, improvement or progress in the living condition of people; an improvement in the political, economic, social and cultural advancement in the living standards of the people. Recruitment and selection are critical processes for institutions. In recent years, there has been growing evidence that the formation of a positive psychological contract with teachers provides the basis for a positive outcome in terms of institutional commitment and motivation. Recruitment and selection are vital tools in the formation of the expectations that form such a contract. With emphasis on a two-way flow of communication; teachers select an institution that offers them better working conditions and incentives for long term career.

Figure 2: Shows an overall view of the stages of Recruitment and Selection, and the relationship of these processes with human resource planning:



Job Performance

Source: Author (2012).

Armstrong (2012) states that recruitment and selection process come in four stages: defining requirements, attracting candidates, selecting candidates and placing them on the job. Correspondingly, Robertson and Smith (2011) support Armstrong's viewpoint and added personality assessment to the lists guided by tests and interviews. The British Psychology Society (BPS) (2007) concludes that the ability tests measure the capacity for: verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning. The CIPD (2007) in the course of reviewing all the assessment methods notes that online testing is growing in popularity. Online test are mostly used for recruiting graduates and when dealing with high volumes of applicants. Giving more grounds and credence to online tests, the International Test Commission (ITC) (2015) states in its guidelines that only the use of websites mounted by test, publishers could offer validated psychometric tests; test alone may not provide a complete assessment of an individual as it does not contain other ancillary information. Test-takers must be provided with clear instructions on how to take the test and relevant feedback provided to them; and when individuals take an unsupervised test, procedures should be established to check if the test-takers original responses are consistent with the responses to the confirmatory test.

Ulrich and Brockbank (2015) propose four roles for HR planners which include: managing strategic HR, employee contribution, transformation and change and HR infrastructures to support line managers. Guest and King (2014) in their research found there was little emphasis on the first three roles; instead the focus appears to be placed on managing infrastructures. Nevertheless, Ulrich and Brockbank (2015) in a revised model gave equal emphasis to the need for HR people to be administrative experts, employee champions and change agents. In the opinion of Syrett (2012), whatever strategic aspirations senior HR parishioners have may amount to nothing if the functions they represent cannot deliver the essential transactional services their internal line client requires.

Boxall and Purcel (2013) observe that many organizations including the well-resourced still imagine that recruitment is all about attracting young workers fresh from schools or after only a few years in the labour market. However, according to Pilbeam and Corbridge (2012) recruitment and selection extends to attracting suitable candidates, eliminating unsuitable candidates and converting the successful candidates to an effective employee.

Role of HR Planning in Facilitating Recruitment and Selection Process Educational Institutions

HR planning has an important role in facilitating the entire recruitment and selection process particularly in educational institutions:

- (i) **Facilitating the Pre-Recruitment Review:** The facilitating of the Pre-recruitment review involves providing advice on whether any internal staff should be considered for filling the new staffing need and if so, what process should be used in considering them; or providing advice on whether the new staffing need should involve giving opportunity to both internal and external applicants (Ulrich and Brockbank, 2015).
- (ii) **Providing Expert Advice and Guidance:** This focuses on providing expert advise and guidance in the early stages of the recruitment particularly with defining the position, drafting the advertisement, identifying and advising on suitable channels for advertisement, arranging for the announcement to be placed through the agreed

- channels, and advising on the composition of the selection committee and allied matters.
- (iii) **Functioning as an Expert Adviser to the Selection Committee:** The HR planner functions as an expert adviser to the selection committee throughout the entire selection process particularly, by briefing the committee members on interview techniques and providing expert advice on the modalities, screening, shortlisting, and making final decision.
 - (iv) **Ensuring That Short-Listed Candidates Have Briefing Materials:** the focus is on providing materials prior to the interview about the venue, employment conditions and when appropriate, lifestyle issues, and ensuring that all their questions on these issues are resolved after the interview for successful candidates.
 - (v) **Pre-Interview Briefing Materials:** HR planners should ensure that all shortlisted candidates are provided with an appropriate briefing package prior to their interview. The contents of the briefing package will depend on the nature of the position. All briefing packages should include information about the salary range for the position and a summary of key employment conditions and benefits. Candidates will need to make decisions and tradeoffs regarding the relative importance of these factors if they are offered the position. HR planners must ensure that interviewees have the required information so that the candidate who is offered the position is able to make a fully informed decision whether to accept the offer or otherwise.
 - (vi) **Ensuring that all Post-Interview Procedures Are Managed Effectively:** The HR planner manages post-interview process effectively including those that affect the appointee's transition into her/his new role, workplace and duty station, and those that will sustain unsuccessful candidates' interest for future employment opportunities with the institution. HR planner adds value to the hiring process by tapping from the experience of other recruiters of consultants providing interview training on recruitment and selection process, and also looking at perceptions on the needs of the organization or department from the perspective of other experts outside the department or organization.
 - (vii) **Post Interview Issues:** Addressing candidates' personal issues are critical to successful recruitment. Some candidates may wish to raise some of the issues already discussed during the interview and other issues after the interview. HR planners should also ensure that all post-selection formalities are conducted effectively for unsuccessful candidates to guarantee future interest in the organization's recruitment and selection process.
 - (viii) **Future Practice in the institution's Recruitment and Selection Process:** HR planners need to reflect on the strengths and weaknesses of each selection process, develop necessary procedural changes for future recruitments (including pre-recruitment action), and provide suggestions to the selection committee to make their task more objective and rewarding.

2.2 Theoretical Review

The Human Capital Theory

The human capital theory was propounded by Armstrong in (2012). He observes People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. (Armstrong & Baron 2002; cf. Armstrong, 2012).

This is the premise in the human capital theory. It underlines that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work, (Armstrong, 2012). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2012) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). Davenport (1999) comments that: People possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of retaining, developing and maintaining the human capital they represent, (Armstrong, 2012). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (1991).

2.3 Empirical Review

Amadike (2018) conducted a study on effect of recruitment and selection policy as a tool for achieving higher employee performance in manufacturing organizations; a study of Dozzy Group of Companies. The objectives of the study are; to identify if external sources of recruitment strengthen diversity of talent within the organization, to identify the recruitment practices used in selecting qualified talents in the organization of the study and to examine the extent of bias in recruitment and selection exercise and its effect on employee performance. Survey research design and descriptive design was used with a sample size of 133 obtained using Yaro Yamane's formula out of the population of 200 employees in the organization of the study. 133 copies of questionnaire were distributed to the respondents and 115 was returned, representing 83% which was used for the analysis using correlation. The result of the analysis was carefully studied and utilized in making the research findings which indicated that external source of recruitment strengthens diversity of talent within the organization. It creates new ideas, refreshes the system, create challenges and change to the employees thereby affecting performance. This study recommends that human resource practitioners should utilize both external and internal recruitment and selection practices in securing human element and to always use professional association in recruitment.

In a similar study by Jolaosho, Olayink, Olajide and Akintan (2018) on The Effect of Recruitment and Selection Process on Job Performance in Telecommunication Industry in Nigeria: An Assessment of MTN Customer Service Centre Abeokuta. This study examines how the recruitment and selection process of people impinge on job performance in the Nigeria telecommunication industry. The target population comprised all the members of staff of MTN telecom service Centre in Abeokuta. Simple random sampling technique was adopted to select 50 members of staff of the customer service centre. The analysis was conducted using SPSS AMOS (maximum likelihood method of parameter estimation) based on the information collected from the field. The chi-square statistic was reported to test the goodness of fit of the model where p-value indicates that the data fit the model. Also, the Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index

(CFI) Values for the CFI greater than 0.94 suggesting good fit between data sets and path model. Estimated path coefficients for the hypothesized model differed significantly from zero, $X^2(9, N=45) = 10.923, p < .01$ which indicated that the data fit the model. Squared multiple correlation values for overall performance ($R^2 = .56$) and key performance indicators (KPIs) ($R^2 = .58$) indicated that the predictor variables capture large percentages of the observed variance in the dependent variables. It is hereby recommended that the centre should continue with the key performance indicators tools used in evaluating the performances of its staff because the staffs are satisfied with the tools and that the recruitment process (approach) should be sustained as it confronted empirically to support greater performance of the employees.

Kepha, Mukulu and Waititu (2012) used descriptive research designs to study the influence of recruitment and selection on the performance of employees in research institutes in Kenya a sample size of 256 employees of the population drawn from all Government owned research institutes, the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ($P=0.000$).

Raymond and Caroline (2014), carried out an investigation on factors influencing employee selection in the public service in Kenya. The study used a descriptive design and it was found that a strong positive relationship exists between employee selection and the public service. In addition, employee selection mechanisms such as academic qualifications, background checks, work experience and personal characteristics affect pre-employment process.

Ukpafe (2013) conducted a study on the effect of recruitment and selection process on the performance of manufacturing firms in Enugu State, Nigeria. The study adopted survey design. The findings of the study were that: underperformance of employees and inability to cope with new challenges or changes had a negative influence on organizational performance. The study equally, found that there is a positive relationship between recruitment and selection process and performance.

Titilola (2013) carried out a research on the effect of selection process on employee turnover in Small and Medium Enterprises (SMEs) in Sunnyside, Pretoria". Descriptive survey design was employed in the study and findings revealed that: factors influencing selection process in SMEs were relevant experience, education, relocation and salary requirement.

Zirra, Ogbu and Ojo (2017) studied impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. The study examined the recruitment and selection strategy on the employee performance in the real sector using descriptive survey research design. The inferential statistics used was the "one sample T-test" to find the level of relationship between recruitment/selection strategy and employee performance. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency. The study therefore,

recommended that organizations can make use of employment agencies in the act of recruitment and selection but should be open to disclose the job description and responsibility to them.

3. METHODOLOGY

3.1 Research Design

This study adopted descriptive type. Orji (2016) posits that descriptive research is concerned with the collection, presentation, analysis and interpretation of data for the purpose of describing vividly existing conditions, prevailing practical beliefs, attitudes and on-going processes. More importantly, descriptive survey method was used for this study. This is because, it helps to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

3.2 Source of Data

The researcher made use of primary data for the study.

Primary data: These are raw materials (facts) collected by the researcher for the purpose of processing and analyzing. These involve the use of questionnaire. In this study, the researcher will use questionnaire as the main tool for the primary data collection.

Secondary Sources of Data: The secondary sources of data used by the researcher comprised information already in existence before the conduct of this research and this include textbooks, journals, magazines and the internet. These are the data collected from publication and articles on works of other researchers and authors, which are closely related to the study.

3.3 Population of Study

The unit of analysis or the defined target population for this study comprised the selected employees of public schools in Enugu metropolis who have employees who have witnessed different selection process in their schools. The table below are the source of population estimate:

Table 3.1: Population Distribution Table

Respondents	No of staff	Percentage
Command Secondary School	123	9
Community High School Emene	111	8
National Grammar School Nike	182	13
City Girls' Secondary School, Enugu	140	10
Day Secondary School Independence Layout Enugu	136	10
Metropolitan Girls' Secondary School, Enugu	123	9
Uwani Boys Secondary School, Enugu	162	12
Maryland Secondary School, Enugu	182	13
Army Children School, Enugu	222	16
Total	1381	100

Source: Field Survey 2017

3.4 Determination of Sample Size

Freund and Williams (1986) statistical sampling formula was used to obtain a sample size from a finite population of employees and management.

Therefore, the sample size for the study is **291**

3.5 Methods of Data Collection

The research instrument that was used by the researcher in collecting useful information on this topic was questionnaire. In this study, the questionnaire used by the researcher was highly structured and it contains close ended questions to elicit relevant reactions from their respondents. It was also carefully designed to accommodate two sections. The first section is personnel data which will generate proper data regarding to the respondents' characteristics like; sex, age, educational level while the other deals on relevant aspects of the topic under study.

3.6 Method of Data Analysis

The collected data from the survey questionnaire was transformed into useful information, SPSS was used to test the Reliability Test, Pearson Correlation Coefficient Analysis. Tables, Mean, Standard deviation and figures was used to give a clearer picture of the data collected. Explanation was placed at the bottom of each table and figure. There were three major statistical techniques that use to apply on this research, which are descriptive analysis, scale measurement and inferential analysis.

4. DISCUSSION OF RESULTS

The result from hypotheses one revealed that Selection test had a positive significant effect on increased output of employees in secondary schools in Enugu metropolis. The correlation coefficient of ($r = 0.42$ and $p = 0.484 > 0.01$) which are the coefficients of these variables have shown a significant relationship at both level of confidence. This study agrees with Iniobong (2014) who investigated the relationship between Human Resource Management and Performance in the Nigerian Civil Service. The findings indicated a significant relationship between Human Resource Management and Performance in the Civil Service. On the basis of this, it was concluded that the level of performance in the Nigerian Civil service is determined by how effectively human resources are managed in the service.

Again, the test of hypothesis two revealed that Selection test had a positive and significant effect on employee innovation in secondary schools in Enugu metropolis. Evidence from the correlation coefficient of ($r = 0.19$ and $p = 0.752 > 0.01$). The findings are in tandem with (Zirra, Ogbu and Ojo (2017) that studied impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency.

From the test of hypothesis three, it was affirmed from the result that there was no positive and significant relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis. The correlation coefficient of ($r = -0.17$ and $p = 0.771 > 0.01$). This shows negative and insignificant correlation for Selection processes and Teachers Quality. The findings disagreed with Towhidur and Sabrina (2015) that studied effects of recruitment and selection process on employee turnover and Its consequence on organization's profitability- A study on financial sector of Bangladesh. Two propositions were proposed - appropriate recruitment and selection process affects employee turnover and proper recruitment and selection affects employee turnover which increases organization's profitability.

Lastly, result from hypothesis four indicated that the Challenges of selection test had a negative and insignificant effect employees' efficiency in secondary schools' in Enugu metropolis. This finding is in line with Adeyemi, Dumade and Fadare (2015) studied the

Influence of Recruitment and Selection on Organizational Performance. The study revealed that the selecting and recruitment process are also characterized with lots of challenges. Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance.

5. SUMMARY OF FINDINGS

The summary of findings made for this study includes the following:

- i. The findings revealed that Selection test had a positive significant effect on increased output of employees in secondary schools in Enugu metropolis. This implies that selection process enhanced ability to attract qualified employees who are motivated to perform
- ii. Equally, the findings revealed that Selection test had a positive and significant effect on employee innovation in secondary schools in Enugu metropolis. This implies that securing the right people for a particular jobs, and tracking out a highly skilled individual for specific work always bring about innovations in schools.
- iii. It was discovered from the study was no positive and significant relationship between the selection test and the quality of teachers in the secondary schools in Enugu metropolis. This implies that ineffective selection practices that dampens workers morale will result in poor quality service deliver in secondary schools in Enugu state.
- iv. Lastly, the findings indicated that the challenges of selection test had a negative and insignificant effect employees' efficiency in secondary schools' in Enugu metropolis. This goes to show that employee selection and retention strategies of secondary schools are inadequate to retain a competent workforce for efficiency.

5.1 Conclusion

The conclusion from the study were: that Selection test significantly affected on increased output of employees in secondary schools in Enugu metropolis, selection process enhanced ability to attract qualified employees who are motivated to perform. It is affirmed that Selection processes had a positive effect on employee innovation in secondary schools in Enugu metropolis. It was confirmed that relationship between the selection process and the quality of teachers in the secondary schools in Enugu metropolis is negative and insignificant, ineffective selection practices that dampens workers morale will result in poor quality service deliver in secondary schools in Enugu state. Finally, that the Challenges of selection processes had a negative and insignificant effect employees' efficiency in secondary schools' in Enugu metropolis, that employee selection and retention strategies of secondary schools are inadequate to retain a competent workforce for efficiency.

5.2 Recommendations

The following recommendations are made for this study:

1. Human resource planners in institutions must go beyond recruitment and selection process. They must perform other personnel functions. They must address employees' training and development needs. They must source for resources inside and outside the institution to ensure that employees develop the required skills and competencies. Effective communication and co-ordination between institution's authorities and human resource planners could result in identification of training and development needs that exceed current requirements and thereby forecasting the number of personnel that may be required at any given time and this may in turn necessitates recruitment and selection process.
2. By tying performance reviews, promotions and salary increases to specific corporate goals, human resource planners may truly measure employees' competency level, and

alignment which requires a strong relationship between human resource management and the institution's plans. This focus or paradigm should be reinforced when the institution is recruiting and selecting new employees to ensure there is a balance between HR planning and corporate plans.

3. The employment conditions of an institution should be flexible. There should be suitable working conditions, good and enticing remuneration package offered by the institution.

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