

Enlistment and Organizational Effectiveness in Anambra Civil Service Commission Awka

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Abstract: *This research study examined enlistment and organizational effectiveness with reference to Anambra state civil service commission Awka from 2010 to 2015. The specific objectives of the study includes; to determine if the recruitment in Anambra State Civil Service Commission, Awka encourages the appointment of qualified employees that enhances its organizational service delivery; find out if there is any relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission and determine the factors which hinders enlistment of qualified employees by the Anambra State Civil Service Commission Awka. Relevant conceptual, theoretical and empirical literatures were reviewed. The study was anchored on decision making theory. The study adopted Survey research. The population for this study is 5,468 employees of Anambra state civil service commission, Awka. Resource person was employed. Simple percentages and chi-square statistical technique were employed in analyzing the data. The study found the enlistment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery. The study also found that there is a relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission Awka. The study further found that political influence, ethnicity and corruption are the factors that hinder enlistment of qualified employees by the Anambra State Civil Service Commission Awka. The study recommends amongst others that issues that favouritism should be avoided while selecting applicants, without recourse to the personality involved.*

Keywords: Civil Service, Enlistment, Inefficiency, Organizational effectiveness

Background to the Study

The greatest asset of any organization is its human resources that ensure the achievement of the company's goal and objective (Human resource Article 2012). However, all other resources cannot be properly articulated for the actualization of the desired goal without the support of human resources therefore, Likert cited in (Ezeani, 2006) states that: all activities of any establishment are initiated and determined by the persons who make that institution. Plants, offices, computers, automated equipments, will be unproductive except with human effort. It is unfortunate that most organizations have neglected the recruitment and selection process, development and management of their chief asset which is human resource (human resource Article 2012).

The issue concerning recruitment and organizational effectiveness in Nigerian Public Service has remained an empirical issue in the Nation's development literature for the past few years. Every organization depends on the effective use of its available resources in order to achieve its objectives. These resources, if they are to be effectively utilized, should be obtained in the right quantity, right quality, and at the right time. However, the human resources is considered as the most important, most valuable, most complicated and the least predicable. It is this resource that processes other resources in order that the results of these processes would constitute the goals of the organization (Mukoro, 2005). Thus, every organization regardless of its size, product or service must recruit applicants to fill vacant positions.

The efficiency and effectiveness of any organization whether private or public sector largely depend on the calibre of the work force. The calibre and quality of manpower in any organization depends largely on how the recruitment exercise was conducted, which in turn depends on the staffing policy of the organization. The availability of a competent and effective labour force does not just happen by chance but through an articulated job analysis and recruitment exercise.

The personnel employed in an organization serve as the hub around which other resources revolve. This allows the entire wheel of the organization to turn smoothly in order to perform more effectively, efficiently and economically. This is the reason why the personnel employed in any organization who eventually becomes the bread-winners of his family and an instrument of progress for the society, have to be well structured (Vickerstaff in Mukoro, 2005).

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus recruitment is the process of identifying and attracting potential candidates from within and

outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization.

The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Following the initial selection of incumbents they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical. Recruitment and selection is a major Civil Service Commission function as it encompasses all organizational practices and decisions.

Recruitment for any organization is very important right through the entire lifespan of that organization. In the civil service for example that is governmentally controlled, especially in third world countries, governments should ever be self advised that good organization structure does not by itself guarantee good performance. There is the need therefore to match organizations or the civil service with very sound and quality staff so that performance would become more effective. Indeed, target setting; performance measurement and monitoring will be affected without the necessary impetus giving to systematic recruitment and selection mechanisms.

Recruitment involves the process of identifying and attracting a pool of candidates from which some will be selected to receive employment offers. The principal purpose of recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization. If organizations are able to find and employ staff, who consistently fulfill their roles and are capable of taking on increased responsibilities, the productivity will be high. Obikeze and Obi (2004) described recruitment as the process of attracting job candidates to apply for vacant positions in organization; it is through this process that an organization attracts the needed personnel to help it achieve its objectives.

Before recruitment decision can be made the organization need to gain a thorough picture of the recruitments of both the job and the individuals. Wikipedia defined organizational effectiveness as the concept of how effective an organization is in achieving the outcomes the organization intends to produce.

It is simply the efficiency with which an association is able to meet its objectives. An organization's most important resource is its human resources. The importance of human resources cannot be overemphasized. Sadly, many employers forget this fact that their greatest resources are their employees and thus, instead of attracting a pool of qualified applicants during the recruitment exercise they get busy considering the socio-political factors like the federal character principle, Quota system and zoning system which at the end of the day affects the quality of manpower employed to render services to the people.

The Nigeria civil service comprises the entire staff used by the government to transform her policy objectives and electoral promises into objective results that would benefit the citizenry. It emphasizes uniformity, standardization, transparency in recruiting competent applicants (Babaru, 2003). Despite the large size of Nigeria civil service, the service still manifests signs of poor service delivery due to incompetence of personnel and poor attitude of bureaucrats to work. It appears that in spite of efforts of previous administration to transform the civil service, little or nothing have changed in the service in terms of service delivery.

In Anambra and other parts of the world, recruitment and selection processes are practised to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices. It has also been observed that the performance output of employees of Anambra State Civil Service is of prime concern to the Commission as it affects productivity and the effectiveness of the organization.

It is pertinent to point out that influencing the processes of recruitment often give room for 'favouritism and god-fatherism'. A recruitment process begins by specifying human resource requirement (number Sill, mix, levels time frame), which are the typical results of job analysis and human resource planning activities. Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely attracting potentially candidates, to apply for vacant positions

on the organization. This can be done through recruitment within the organization (internal sources), and of recruitment outside the organization external sources. In fact, things will never be done properly no matter the laid down rules. In such cases, employee's loyalty will only be to the god-father and not to the organization and thus can adversely affect organizational effectiveness. Therefore, organizations incur more cost in the name of motivating and training workers and encounter much inefficiency and ineffectiveness from such personnel, increase labour turnover and finally, drastic reduction in the organizational effectiveness.

It is in view of the above that this study, "Recruitment and selection policies and organizational effectiveness in Nigerian Public Service arose, so as to understand the relationship between recruitment and selection and organizational effectiveness and how it contributes to the growth and development of the public service.

Research Hypotheses

The following research hypotheses were formulated to guide the study

H₁: The recruitment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery.

H₂: There is no relationship between sound recruitment and organizational effectiveness in Anambra State Civil Service Commission Awka.

H₃: Political influence, ethnicity and corruption are not the factors that hinder recruitment of qualified employees by the Anambra State Civil Service Commission Awka.

Organizational Effectiveness

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce or simply its goals. The idea of organizational effectiveness is especially important for non-profit organizations as most people or body who donate money to non-profit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals.

Every employee in an organization contributes to organizational effectiveness taking into consideration the skills, experience, motivation and rank, some employees play a bigger role than others. These are the people who contribute to the development of an organization mainly with their knowledge.

According to Richard et al (2009), organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers) such as corporate social responsibility.

Fredrick Taylor created a system; he called scientific management, a form of industrial engineering that established the organization of work. He said that organizational effectiveness is determined by factors such as production maximization, cost minimization and technological excellence.

Henri Fayol developed a general theory of business administration. He defined organizational effectiveness as a function of clear authority and discipline within an organization, where the five primary functions of management includes; planning, organizing, commanding, co-ordinating and controlling.

Elton Mayo, known as the founder of the Human Relations Movement and with his research showing the importance of groups in affecting the behaviour of individuals at work. Mayo said that organizational effectiveness is a function of productivity that results from employee satisfaction.

The organizational effectiveness in simple terms is the efficiency with which an association is able to meet its objectives. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability.

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important in achieving organizational goals but the most important remains the human resource. It plays an important role in performing tasks for accomplishing the goals. The question of how to make the maximum use of these resources to achieve organizational goals by manpower arises, while the business environment is changing drastically. These environmental factors are beyond the control of the management of organizations. Therefore, there is need for adjustment in order to meet up the challenge. The environmental factors include; social, cultural, legal, political, economic, technological etc. Thus, the need for highly skilled, knowledgeable and dedicated manpower in order to ensure the effective management of these factors towards the achievement of organizational goals. Nowadays, the market is very competitive and for any organization to start, survive, stabilize and excel in business, it must have talented and dedicated manpower boost. Therefore, the contributions of employees are the most important factor for development and effectiveness of an organization. The task of production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resources research and public relations are manpower activities that must be co-ordinated and inter-related to achieve the set targets. These have great impact on the total production, sales, profits, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits salary packages, promotion, communication etc. are responsible to encourage the people to work sincerely and given their best in output.

Measurement of Organizational Effectiveness:

Organizational effectiveness is an abstract concept and is difficult for many organizations to directly measure. Instead of measuring organizational effectiveness directly, the organization selects proxy measures to represent effectiveness. Proxy measures, may include such things as number of people served, types and sizes of population segments served and the demand within those segments for the services the organization supplies. Sometimes, organizational effectiveness is measured by trying to determine what actual activities the people in the organizations do in order to generate the outcomes the organization wants to create.

There are many ways to measure the effectiveness of an organization, which include different criteria such as productivity, profit growth, turnover stability and cohesion. Rational perspective focus on the achievement of previously set goals and on output variables such as quality productivity and efficiency.

Natural system perspectives focus on the support goals of the organization such as employee satisfaction, morale and interpersonal skills. Open system perspectives focus on the exchanges with the environment; this includes information processing, profitability, flexibility and adaptability. Effectiveness criteria also can be divided depending on the goals set in time perspective to short-term (up to one year) as well as medium and long-term. The short term achievement that show an organization as effective include effectiveness in accomplishing its purposes; efficiency in the acquisition and use of scarce resources; and being a source of satisfaction to its owners, employees, clients and the society.

In achieving medium-term criteria, an effective organization must be adaptive to new opportunities and hurdles as well as being capable of developing the abilities of its members and itself. Longer-term criteria (approximately five years) require that the effective organization should be capable of surviving in a world of uncertainties. There are five main approaches in measuring organizational effectiveness, which include; goal approach, system resource approach, constituency approach and internal processes approach.

- i. The goal approach measures the effectiveness of the ability of an organization to excel at one or more output goals. This is the most common effectiveness measurement approach. According to Goal approach, an organization is effective when it accomplishes its stated goals. This approach is most often applied when the set goals are clear, time-bound and measurable. A hurdle to applying such an approach is defining and measuring as organizations are not immune to ambiguity and measurement errors.
- ii. According to the internal process approach, effectiveness is the ability to excel at internal efficiency, coordination, motivation and employee satisfaction. This approach measures effort rather than the achieved effect. This type of efficiency measurement is assessment of conformity of a given objective that can be decoupled from output performance.
- iii. The system resource approach defines effectiveness as the ability to acquire scarce and valued resources from the environment. It is preferred when there exists a clear connection between inputs and outputs.
- iv. Constituency approach measures the effectiveness of the ability to satisfy multiple strategic constituencies both within and outside the organization. This approach is very useful for organizations that depend highly on response to demands. Criteria depend on the constituency group. For owners, the typical criteria would be the return on investment and profit

growth, while for employees the criteria are compensation, other benefits and job satisfaction. For clients, the main criteria are satisfaction with the price, quality and service. Suppliers focus on payments and future sales, while creditors pay attention to credit payments.

- v. According to Domain approach, effectiveness is the ability to excel in one or more among several domains as selected by senior managers.

The Nexus between Enlistment and Service Delivery

The existing relationship between recruitment and service delivery can be likened to the relationship between the raw materials with which a product is to be produced and the final output. We all realized that no matter the technological input into a bad raw material the final product cannot be something to talk about. Since we cannot put something on nothing, likewise we cannot expect a good service delivery without a better recruitment processes.

The recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees in their new job role (Sangeetha, 2010). In order for an organisation to sustain competitive advantage each step in the recruitment and selection process needs careful time and consideration. Decisions made in the recruitment and selection stage will impact the company in the future. Bad decisions made in the selection process can create serious costs for an organization.

It has been observed that the assumption underpinning the practice of human resources management (HRM) is that people are the organization's key resource and service delivery and organizational performance largely depends on them (Armstrong, 2009). Therefore, if an appropriate range of HR policy and process are developed and implemented effectively, HR will make a substantial impact on service delivery. Yet, Guest et al. (2003) posit that the case for an association between human resource management, service delivery and workers productivity are based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices. Furthermore, Guest et al. (2003) stress that there is a plausible case that HR management will be more effective if it fits the business strategy of each organization.

According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and workers productivity and service delivery. They argue that the effectiveness of recruitment policy, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on workers productivity and service delivery. It has also been argued that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform (Schuler and Macmillan, 1984). To them, the benefits of having the right employees motivated to perform include greater profitability, enhanced service delivery, low employee turnover, high product quality, lower production costs, and more rapid acceptance and implementation of corporate strategy. However, the application of federal character or quota system in recruitment in federal civil service negates this synergy.

Erasmus (2005:90) are of the opinion that human resource management can no longer be reduced to an administrative task performed by specialist groups applying centrally devised regulations, but is now concerned with development of human resource strategies aligned to organisational strategy and operational plans. In this manner, human resource is value adding and forms a critical part of the formulation of business objectives and strategies by recruiting the right quantity and quality of employees to achieve objectives.

Recruitment in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010).

According to Mukoro (2005) human resource processes other resources in order that the results of these processes would constitute the goals of the organization. Thus, every organization regardless of its size, product or service must recruit applicants to fill vacant positions. The efficiency and effectiveness of any organization whether private or public sector largely depend on the calibre of the work force.

Recruitment (human resources) along with financial and material resources, contribute to the production of goods and services in an organization. Also, physical and monetary resources by themselves cannot improve efficiency or contribute to an increased rate

of return on investment and service delivery. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals and service delivery (Rao and Rao, 1990). Fubara (1984) established a solid and strong relationship between recruitment processes and organizational Service delivery when he concluded that the often dismal performance of public enterprises was due largely to the selections and appointments of officers, senior managers and workers alike.

With proper recruitment processes, there will be job satisfaction which Mathis and Jackson (1997) said is a positive emotional state, resulting from evaluating one's job experiences. With job satisfaction motivating instrument becomes a secondary issue to employees and there will be a better service delivery. Where there is better performance, cost will be minimized, profit invariably will be maximized and finally, organizational goal and development attained. Odukoya (2004) said management should make solidified plans and answers that individuals are rightly linked to their jobs for organizational success. Again, recruitment policies determine organizational health, which could be determined by looking into employees' contribution to organizational goals and the employee job satisfaction. Employee satisfaction could be understood by labour turnover, absenteeism, commitment and the like. Low rate of absenteeism and high rate of employee commitment indicates employee-satisfaction about the job and the organization.

Good recruitment policies help in attracting and retaining the best people in the organization. Appropriate recruitment activities identify the best people for available jobs and make sure they are placed in suitable positions (Roa and Rao 1990). When the best people are identified and placed on the job they help achieve organizational goal by staying and giving out their best to the organization. In the same vein, good recruitment practice can motivate organizational members to do outstanding work. According to Gamage (2014) the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009).

Factors that hinder Organizational Effectiveness and Enlistment of Qualified Employees

Lack of productivity and organizational effectiveness is one of the features, as well as one of the problems of the Nigerian Civil Service (Onuorah 2016). This has been attributed as a result of some factors which include ethnicity, non-implementation of policies of recruitment of staffs in the Nigerian Civil Service, to mention but a few. One of the tests of efficient personnel department is its ability to fill job positions promptly and adequately (Nwachukwu 1981). Thus, organization for recruitment must be proper. In making a proper organization for recruitment, there must be rules and procedures, which must be followed strictly and closely. There must be policy statement, definition and assignment of authority and responsibility. Supporting the idea of policy statement Mandel pointed out that a company with a carefully planned recruitment program is as good as a sign of effective management as almost any other single idea. The reason for this broad statement being that poor management cannot produce a good recruitment programme. Hicks (1968) added to Mandel's view by stating that individual and organizational activities without a plan are likely to be ineffective.

In a study on organizational behaviour, Ofoegbu (1985) and MC Oliver (2005) established a relationship between strategy for employee recruitment and performance in an organization. The study identifies problems such as Nepotism, favoritism, political consideration and federal character principle in employee recruitment as basis for poor performance or effectiveness of public sector workers in Nigeria.

Recruitment or employment activities should be centralized if the policies of top management are to be implemented, consistently and efficiently in companywide living. It is only when personnel requisitions go through one central source and all employment records are kept up to date that there is a maximum possibility for efficiency and success in living. It is important to note here that Nigerian Civil Service is bureaucratically organized, as such should uphold merit as the basis for employment/recruitment of civil servants in the Nigerian Civil Service. In emphasizing the importance of merit, Nwankwo (2008) rightly noted that merit is the feature which makes a bureaucratic organization specifically rational. For an employer to be useful to an organization, he needs to possess certain technical qualifications, which will be tapped by the organization in the pursuit of their goals. In the case of the Nigerian Civil Service, the reverse is the case. Below are some of the challenges:

Recruitment policies and practices: the calibre of people recruited into an organization, wrong recruitment and selection practices such as ethnic, religious, political and other considerations have created a situation where we have 'garbage in and garbage out' or putting square pegs in round holes, Nigerian public service, not an exception. What we have, in virtually every segment of the public service in Nigeria is a situation, where the chairman of board or commission, commissioner or a minister compile the names of his relations, friends and political party members and offer them employment. The permanent secretary to

the ministry, secretary to the commission etc, are usually sidelined and rendered redundant, only to be victimized if he/she dares complain. This culminates to inefficiency when unqualified people are given such employment opportunity.

Nepotism: One of the banes of the Nigerian service is the recruitment of mediocre or totally unsuitable candidates in preference to candidates of high merit. The reason for this ugly situation can be traced directly to favouritism by those in high positions such as the chairmen, commissioners and so on, to their relatives.

Corruption: Mostly prevalent in the recruitment of very junior employees like messengers and clerks. In this category of recruitment, the recruiting agents or officials who are usually management officials see the exercise as an opportunity to make money and thereby resorting to collecting bribes from the applicants hence “no bribe no employment”.

Undue emphasis on Paper Qualifications: One fact, which is seldom realized today is that paper qualification is not a true test of merit or quality, which the qualification proclaimed in the certificate, is supposed to carry. It is usual today to find two young graduates holding the same degree qualifications, while one can write down his thoughts and ideas in logical sequence and in correct grammar, the other can hardly write one sentence correctly without elementary errors of spelling, grammar and in totally unintelligible prose. Yet they both hold the same degree qualification. This is why it is frightfully, important that the process of recruitment or appointment should be an instrument for the promotion of efficiency in the public service.

Federal character principle/quota system: It is a common knowledge that due to cultural diversity and sentiments, every group and tribe want to occupy public service position, whether qualified or not. During the post-independence era, the Nigerian state found itself in a dilemma whereby the political setting was dominated by bureaucracy (Ayoade 2000). For the political executive to successfully carry out its policies. It required a facilitator in the bureaucracy, which the north was unable to provide in terms of people with required skills, educational qualifications and experience. In this regard, the south with more qualified manpower dominated the public bureaucracy. This meant that while the North dominated the political executive, the south on the other hand dominated the bureaucracy. It was the fear of domination of one section of the country by the other in the political and administrative affairs that led to the principle of Gberevbie (1449) Federal character in Nigeria. The 1999 constitution of the Federal Republic of Nigeria recognized the imperative of Federal character to Nigeria’s administrative system, hence section 14(3) states that: The composition of the government of the federation of any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the Federal character of Nigeria and the need to promote national unity and also to command national loyalty, thereby ensuring that there shall be no predominance of persons from a few states or from a few ethnic or other sectional groups in that government or in any of its agencies.

It was in a bid to resolve the dilemma of the problem of Northern political domination and southern dominated bureaucracy in the country that led to the introduction of representative bureaucracy in Nigeria (Federal character principle), (Ayoade 2000). Aside from being an administrative mechanism, Federal character principle in Nigeria has come to represent a political necessity to further integrate the diverse elements that compromise the Nation. Given the multi-ethnic, religious and cultural nature of the country, it becomes the principle that fulfills the desire for equal representation of all sections of the country in the civil service.

The federal character principle becomes a negative trend to organizational effectiveness when rules are thrown to the dogs and recruitment is done without involving the necessary requirements for recruitment. This is when unqualified and irrelevant personnel find their ways into the public service simply because they have people in power or the right places and wish to be gainfully employed not necessarily because they wish to contribute in any way to the growth of such organization.

Mutual Conspiracy: In the civil and public services, various commissions undertake the recruitment of various categories of staff-accounts, technical officers etc or other bodies in the case of other system within the public service. While every member of the commission or board uphold merit system, some among them make conscious efforts to ensure that their own candidates are appointed. These candidates may be blood relation or relations of family friends or persons from the same town or clan. Interviews are followed by discreet disclosure of interest, which soon become a mutual affair among members, trading of candidates, whereby the results are outcome of rub my back and I rub yours.

Improper recruitment: This factor occurs in ministries or in organizations, where certain persons are recruited or employed in organizations without recourse to the laid down rules of recruitment. These persons when eventually employed are neither found to be qualified nor their credential relevant to the position they are seeking for. This makes for low productivity in the organization. There is no discipline in such situation where the new employee only pays loyalty to his or her God-father in the corridors of

power. Those, who are better qualified but are placed far below the new employee are discouraged and will no longer give their best in achieving maximum productivity.

Statism: This factor affects recruitment in Nigerian Public enterprises especially in our present days. Many states in the Federation, have adopted the policy of non-indigeneship. For instance, if there is a vacant position in Civil Service Commission Anambra State, the Board of Directors in the management of this public enterprise may not like to employ or recruit any person i.e. not from Anambra State, even when such persons are more qualified than Anambrarians. The position will not be given to non-indigenes because they are not from the state. The board of directors may like to recruit from the state to man such positions even when those people are mediocre. As a result, this factor accounts for inefficiency in our present public enterprises today.

Gender Discrimination in recruitment here in Nigeria is still prevalent. Females with same qualifications as their male counterparts are still being discriminated against. Women are not given equal opportunities with men, even, when they have been found better managers than the men. There is still that mentality that women are the weaker sex and therefore cannot perform efficiently. A woman like late Dr. (Mrs.) Dora Akunyili of NAFDAC has proved beyond reasonable doubt that she could deliver.

Ethnicity: In the state level, one sees a situation where it is only those from the same locality that occupy a place. People from different locality are not welcomed. Even though, those from other localities are more qualified to occupy such position, they are relegated to the background.

Organizational Recruiting Policy: The recruitment policy of the firm affects the recruitment process. Organizations with a philosophy of developing their human resources and of providing opportunities for growth favor internal recruiting policies. Employees who desire the opportunity to advance in an organization generally prefer such a policy. Organizations with recruiting policies tend to spend relatively large sums on training and development programs so as to prepare employees for higher-level jobs.

Demographic Factors: Demography is the study of human population in terms of occupation, religion, age, sex, composition, ethnicity, etc. The demographic factors have profound influence on recruitment process.

Human Requirements: This includes information regarding the job's human requirements, such as job-related knowledge or skills (education, training, work experience) and required personal attributes (aptitudes, physical characteristics, personality, interest). Good health, pleasing manners, no significant disabilities in voice, hearing and eyesight, neat conventional dress, well groomed and takes trouble with details of personal appearance.

Interest: To justify really the candidate or applicant for the specific position is interested or not. Evidence of some interest outside work but nothing specific

Disposition: Acceptability to other people and previous occupational evidence of influencing others, ability to accept responsibility without undue strain and cooperative in relations with others.

Motivation: Ambitions- evidence of fairly rapid promotion and achievement of high but realistic goals; must be willing to control output to meet vigorous performance standards/targets.

Talent Pool: A company reaches into its local community to satisfy employment recruiting needs. If the local talent pool changes, then the company may find it more difficult to recruit qualified candidates. For example, if other businesses start to leave the region, then the availability of jobs drops and qualified candidates begin looking for work in other parts of the country. The company is then faced with decisions that involve paying to relocate new employees or opening new locations to access new talent pools.

Geography: Geography poses several issues for recruiting talent. Depend on the geographic suitability qualified candidates leaving the area or there not being enough candidates experienced in the fields the organization are hiring for, having a lack of local qualified candidates can be a problem.

Machines, Tools, Equipment and Work Aids: This category includes information regarding tools used, materials processed, knowledge dealt with or applied (such as finance or law), and services rendered (such as counseling or repairing).

Performance Standards: The employer may also want information about the job's performance standards (in terms of quantity or quality levels for each job duty, for instance). Management will use these standards to appraise employees.

Job Context: This includes information about such matters as physical working conditions, work schedule, and the organizational and social context-for instance, the number of people with whom the employee would normally interact. Information regarding incentives might also be included here.

Special Aptitudes: Fluency in speaking & writing, Analytical skills, Ability to prepare and understand basic statistical information, competence in arithmetic, and high degree of listening skills.

Outsourcing: The concept of outsourcing activities that are not a company's core competency is an internal business practice that affects recruiting.

Size of the Organization: Recruitment process is affected by the size of the organization to a large extent. Experience suggests that larger organizations recruit more candidates than small ones. Large organizations find recruitment less problematic than small organizations.

Working Conditions and Benefit Packages: These have strong influence on turnover and necessitate future recruiting. The rate of growth of organization- the phase in the life-cycle of the firm is a measure of the recruiting effort.

Cost and Time Constraints: Cost and time constraints pose obvious limitations on recruiting efforts. If an organization with very little money allocation for recruiting will not even consider hiring a right person for the right position.

Image of the Organization: Image or goodwill of the organization also affects the recruitment. Organizations having good image can attract potential and competent candidates to a large extent. Good public relation, rendering public services, etc. help to enhance the image and reputation of the organization.

Nature of Job: Jobs having good image in terms of better remuneration, working condition, promotion, career development opportunities etc. can attract the potential and qualified candidates to a large extent.

All these, happen because the personnel management is not allowed to exercise its power to recruit the right calibre of people to fill the right position. In fact, Nigerian Public Service has been exposed to certain influence which has in turn affected its effectiveness.

Recruitment and Organizational Effectiveness

The fundamental reason behind recruitment is to generate a cluster of duly eligible candidates to facilitate the best candidates' selection for the organization, by means of drawing closer more and more workers to submit an application in the firm while the fundamental reason behind selection procedure is to pick the suitable candidate to fill up the range of vacant positions in the firm. As stated by Montana and Charnov (2000), recruitment incorporate sourcing candidates through advertising or various different techniques screening of potential candidates by means of employing interviews and tests, the selection of candidates based upon the interviews or tests results, and on-boarding to make sure that the candidates have the ability to perform their new jobs efficiently.

Recruitment outline the main component of the overall resourcing stratagems of an organization, which recognizes and obtains people required in an organization to last and be successful in the short term to medium term (Elwood & James, 1996). In addition, there is a significant and positive association between the recruitment and organizational effectiveness. A positive relationship is also found by Sang (2005) between the recruitment and selection and organizational effectiveness. Wright et al. (2005), Husien (2012), Katou and Budhwar (2006), and Ichniowski and Shaw (1999) also highlighted related positive findings between performance and recruitment and selection in Iraq, New Zealand, Finland and Canada.

According to Husien (2012), process of recruitment provides a large pool of individuals, who apply for the job vacancies with a valid and reliable selection regime, may have a significant influence over the type and quality a new employee possesses. To shape an employee's behavior and attitude, human resource policies of an organization represent important forces. Selection procedures actually determine that who is rejected and who is hired. If the policies are properly designed, it will assist in induction of right individuals who match the job specifications. Productivity increases when best candidates are inducted. For Gamage (2014) the selection practices will figure out who is employed. In the event that legitimately planned, it will recognize the able hopefuls and precisely coordinate them to the activity. The utilization of the correct selection gadget will build the likelihood that the perfect individual is filled with a space. At the point when the best individuals are chosen for the activity, efficiency increases. Positive relation was found by Terpstra and Rozell (1993) between selection test validation, extensiveness of recruiting and use of formal

selection processes and firm profits. Some researchers concluded that there is a positive relation between organizational performance and effective staffing. Similarly, Rauf (2007) also concluded that selection processes and sophisticated recruitment are positively related to labor productivity.

Recruitment in any organization is a genuine business as the achievement of any organization or proficiency in benefit conveyance relies upon the nature of its workforce who was enlisted into the organization through recruitment and selection activities (Ezeali and Esiagu, 2010). Since recruitment and selection include getting the best candidate for an occupation (Obikeze and Obi, 2004), it has been underlined that enlistment systems that give an expansive pool of qualified candidates, combined with a solid and legitimate choice administration, will have a generous impact over the quality and sort of abilities new representatives have (Okoh, 2005). For Mullins (1999) the essential thing is for some reasonable arrangement to be utilized, agreeing to every single legitimate prerequisite identifying with work and equivalent open doors, to take after prescribed codes of training and to guarantee equity and reasonable treatment for all candidates.

Bohlander, Snell and Sherman (2001) detailed that it is critical for supervisors to comprehend the destinations, arrangements and practices utilized for choice. All the more significantly, those in charge of settling on determination choices ought to have satisfactory data whereupon to base their choices. As Robbins (2005) watched, organization's human asset approaches and rehearses speak to critical powers for moulding representative conduct and demeanours. As indicated by Okoh (2005), not only that authoritative choice practices figure out who is enlisted, the utilization of the correct determination criteria will build the likelihood that the perfect individual will be picked. At the point when the best individuals are chosen for the activity, profitability expands (Osemeke, 2012).

Further, time is also a great zonal arena to consider when employing the exercise of recruitment and selection process in an organization. As (Aphu E. S. 2015) indicated, if you inject time as an antidote in your daily dealings, you will always have healthy moments cum fruitful results. Therefore, time ought to be adhered to in as much as recruitment and selection are of great concern in an organizational performance, achievements and thereby encapsulating productivity.

Hypothesis One:

Ho: The enlistment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery.

Hi: The enlistment in Anambra State Civil Service Commission does encourage the appointment of qualified employees that enhance its organizational service delivery

Hypothesis Testing for Research Question One

Fo	Fe	Fo – Fe	(Fo – Fe) ²	(Fo – Fe) ² /Fe
42	25.5	16.5	272.25	10.7
29	20.5	8.5	72.25	3.5
0	2.5	-2.5	6.25	2.5
2	21	-19	361	17.2
10	13.5	-3.5	12.25	0.9
9	25.5	-16.5	272.25	10.7
12	20.5	-8.5	72.25	3.5
5	2.5	2.5	6.25	2.5
40	21	19	361	17.2
17	13.5	3.5	12.25	0.9
				69.6

Source: field survey, 2021

$\chi^2 = 69.6$

At 5% or 0.05 level of significance, the degree of freedom is:

$Df = (C-1)(R-1)$

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

$$=1 \times 4$$

$$= 4$$

Therefore, the degree of freedom = 4

Critical value = 9.49

Calculated value = 69.6

Decision rule Reject the null hypothesis if the calculated value of the test statistics is greater than the table value. But accept the null hypothesis if the reverse is the case.

Decision Since the calculated value (69.6) of the test statistics is greater than the table value (9.49), we therefore reject the null hypothesis and accept the alternative hypothesis that the enlistment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery.

Hypothesis Two

Ho: There is no relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission Awka.

Hi: There is relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission Awka.

Using questions six and eight to test the hypotheses two

Response	Q6	Q8	Total
Strongly agree	105	139	244
Agree	151	103	254
Undecided	0	10	10
Strongly disagree	45	46	91
Disagree	29	32	61
Total	330	330	660

Source: field survey, 2021.

Therefore in determining the expected frequency we have:

$$Fe = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

$$660/10 = 66$$

Fo	Fe	Fo - Fe	(Fo - Fe) ²	(Fo - Fe) ² /Fe
105	66	39	1521	2.3
151	66	85	7225	19
0	66	-66	4356	6.6
45	66	-21	441	1.7
29	66	-37	1369	2.7
139	66	73	5329	8.7
103	66	37	1369	2.7
10	66	-56	3136	4.8
46	66	-20	400	6
32	66	-34	1156	1.5
				56

Source: field survey, 2021

$$X^2 = 56$$

At 5% or 0.05 level of significance, the degree of freedom is:

$$\begin{aligned}
 Df &= (C-1) (R-1) \\
 &= (2-1) (5-1) \\
 &= 1 \times 4 \\
 &= 4
 \end{aligned}$$

Therefore, the degree of freedom = 4

Critical value = 9.49

Calculated value = 56

Decision rule Reject the null hypothesis if the calculated value of the test statistics is greater than the table value. But accept the null hypothesis if the reverse is the case. **Decision Rule:** Since the calculated value (56) of the test statistics is greater than the table value (9.49), we therefore reject the null hypothesis and accept the alternative hypothesis that there is a relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission Awka.

Hypothesis Three

Ho:

Political influence, ethnicity and corruption are not the factors that hinder enlistment of qualified employees by the Anambra State Civil Service Commission Awka.

Hi: Political influence, ethnicity and corruption are not the factors that hinder enlistment of qualified employees by the Anambra State Civil Service Commission Awka.

Response	Q10	Q11	Total
Strongly agree	157	140	98
Agree	99	98	22
Undecided	0	12	7
Strongly disagree	45	48	21
Disagree	29	32	18
Total	330	330	660

Source: field survey, 2021

Therefore in determining the expected frequency we have:

$$\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

Fo	Fe	Fo – Fe	(Fo – Fe) ²	(Fo – Fe) ² /Fe
157	66	39	1521	2.3
99	66	85	7225	19
0	66	-66	4356	6.6
45	66	-21	441	1.7
29	66	-37	1369	2.7
140	66	73	5329	8.7
98	66	37	1369	2.7
12	66	-56	3136	4.8
48	66	-20	400	6
32	66	-34	1156	1.5
				56

Source: field survey, 2021

$$X^2 = 56$$

At 5% or 0.05 level of significance, the degree of freedom is:

$$Df = (C-1)(R-1)$$

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

$$= 1 \times 4$$

$$= 4$$

Therefore, the degree of freedom = 4 Critical value = 9.49 Calculated value = 56

Decision rule Reject the null hypothesis if the calculated value of the test statistics is greater than the table value. But accept the null hypothesis if the reverse is the case. **Decision** Since the calculated value (56) of the test statistics is greater than the table value (9.49), we therefore reject the null hypothesis and accept the alternative hypothesis that political influence, ethnicity and corruption are the factors that hinder recruitment of qualified employees by the Anambra State Civil Service Commission Awka.

Summary of Findings

The findings of the study are summarized below:

1. That the recruitment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery.
2. There is a relationship between sound recruitment and organizational effectiveness in Anambra State Civil Service Commission Awka.
3. That political influence, ethnicity and corruption are the factors that hinder recruitment of qualified employees by the Anambra State Civil Service Commission Awka.

Conclusion

This study covered recruitment and organizational effectiveness with particular reference to Anambra State Civil Service Commission, Awka from 2010 to 2014. The study found that recruitment in Anambra State Civil Service Commission does not encourage the appointment of qualified employees that enhance its organizational service delivery. The study also found that there is a relationship between sound recruitment and organizational effectiveness in Anambra State Civil Service Commission Awka. Furthermore, the study found that political influence, ethnicity and corruption are the factors that hinder recruitment of qualified employees by the Anambra State Civil Service Commission Awka.

Recruitment and selection are the instruments used by the Nigerian public service to ensure its continuity in the sense that those who exit the service by either retiring or withdrawal are being replaced instantly and this makes the public service work on-going i.e. a continuous process. It is however, through the system of recruitment and selection that competent and qualified personnel are being sort and offered job. This to a greater extent helps in maintaining sanity as well as the much needed development in the government work.

Though the recruitment system is characterized by a number of irregularities which are mostly sentimental, it is believed that a lot can be achieved if the recruiters maintain the status quo by making sure that merit is considered as number one priority followed by impartiality, fairness and equality. Finally, it is hoped that employment agencies in the Nigerian Public Service will try as much as possible to put the suggestions offered into trial which are believed to be the solution to the identified problems.

Recommendations

From the study it is realized that recruitment and organizational effectiveness in Anambra State Civil Service Commission Awka is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its policy quite difficult. These recommendations are therefore made to help make this policy more effective.

1. All applicants should be treated fairly.
2. Issues of favouritism should be avoided while selecting applicants.
3. Jobs should be well described and analyzed to selected candidates to aid performance.
4. The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
5. Refresher courses should be organized for employees for them to be abreast with trends in the ever growing market.

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