



Challenges and Effects of Poor Recruitment and Selection Process in Nigerian Workplace

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ABSTRACT

In this study, recruitment and selection procedures in Nigerian organizations were examined. In order to accomplish this, literature on recruitment and selection practices, contemporary trends in recruitment and selection at the workplace in Nigeria, problems and consequences of poor recruitment and selection practices, as well as management strategies for recruitment and selection at the Nigerian workplace, was reviewed. For the purpose of developing a strong justification for the discourse, this study made use of the Human Capital Theory and Resource Based View (RBV) Theory. As a result, this study came to the conclusion that finding the right employee for the right job is essential for organizational success. In order to have a round peg in a round hole, it is advised that organizations in Nigeria constantly check that their recruitment and selection criteria are valid and in line with international best practices. This recommendation includes, among other things that all employers of labor in Nigeria, whether they are public or private, should make sure that qualified human resources experts are in charge of the recruitment and selection process.

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1. INTRODUCTION

Human resource practitioners and experts need to revolutionize their thinking in today's workplace. They need to do more than just keep someone employed; they also need to make sure that qualified candidates are timely and sufficiently drawn in to fill open positions. This is due to the fact that organizations in the twenty-first century, including those in Nigeria, operate in a setting that is more unpredictable and difficult to manage due to fierce competition, the spread of information technology globally, changes in the economy, and a diverse workforce. Employers of labor must make sure that qualified candidates are hired in order to boost current and future job performance in order to overcome these intimidating obstacles. The right employees in the right positions foster organizational effectiveness and high productivity, while the wrong employees in the right positions result in job mismatch, subpar job output, needless cost overhead, and business failure (Osibanjo and Adeniji, 2013; Onwe, Abah and Nwokwu, 2015).

Finding, attracting, hiring, and keeping people with the necessary knowledge, skills, and ability to carry out organizational responsibilities is the staffing function of recruitment and selection (Anyim, Ekwueba and Ideh, 2012; Adeyori and Fajebe, 2018). From a different angle, selection entails creating a small pool of candidates with the greatest chance of succeeding in their job, as opposed to recruitment, which focuses on creating a large pool of candidates with the highest chance of succeeding in their job (Naveen and Raju, 2014; Yaseen, 2015). In order to effectively and efficiently accomplish organizational goals and objectives, recruitment and selection should be carefully handled, just like other strands of managerial functions such as planning, organizing, leading, and controlling.

Unfortunately, studies have revealed recently that poor human resources recruitment and selection practices, in addition to other significant factors like inadequate manpower training, insufficient remuneration, poor leadership, workforce diversity, and globalization, are impeding organizational performance in Nigerian workplaces (Okolie, 2019). Similar to this, poor recruitment and selection practices tainted by political and personal influence, corruption, tribalism, and nepotism are to blame for the high level of organizational inefficiency in Nigerian workplaces (Onwe et al., 2015; Onyeaghala and Hyacinth, 2016; Zirra et al., 2017). For example, the federal character principle enshrined in the Nigerian constitution to achieve equal representation across geopolitical zones in spheres of public sector jobs and appointments has outlived its usefulness since politicians have hijacked the process to feature prominently incompetent political cronies instead of hiring best candidates among job applicants (Tiemo and Arubayi, 2012).

Global recruitment and selection practices have changed as a result of globalization and the spread of information technology. Due to globalization, applicants can now access application forms through online resources. This trend is slowly becoming entrenched in Nigerian workplaces, manifesting in the banking, manufacturing, and telecommunications industries. For emphasis, some of these businesses now use Computer Based Tests (CBT), in which the shortlisted candidates are chosen in batches to take the computer-based tests at predetermined locations across the nation, with the results being made public as soon as possible. This emerging pattern creates space for sanity and lowers the risks and expenses associated with cross-city travel. The slow pace of technological development in Nigeria, where the majority of cities and towns lack the modern technology to support round-the-clock real-time internet services, poses a threat to this new trend, though.

Another current trend with roots in Nigeria is the use of outsourcing, where the hiring process is delegated to recruiting companies so that businesses can focus on other urgent

issues. Today, the majority of organizations in Nigeria rely on the knowledge and professionalism of recruitment agencies to fill open positions. Agents have also proven their competence by supplying their clients with qualified and capable candidates who have the best chance of succeeding in their positions. Because it saves time and money and enables browsing through a wider range of job offers, online applications are also frequently preferred by passive and active job seekers over traditional application methods. Additionally, it enables job seekers to explore corporate websites to form initial impressions and opinions of the business (either because jobs offer is being searched directly on the corporate website, or through links, or by personal incentive). There is less use of the numerous e-recruitment opportunities among small and medium-sized businesses (Okolie and Irabor, 2017). However, some unlicensed employment agencies appear to be abusing their position by extorting job seekers at any given chance. This study argues for a theoretical position to uncover the inadequacy in recruitment and selection practices and offers a pathway for its effectiveness in an effort to establish nuance.

2. LITERATURE REVIEW

For any kind of business organization, recruitment and selection are essential components of human resource management. These phrases describe the method of attracting and selecting job candidates. The efficiency of these two tasks has a significant impact on the quality of the human resource the company has (Gamage, 2014). Okereka (2015) asserts that hiring on the basis of merit entails looking into all potential sources of candidates, contacting those candidates, and soliciting their applications. While selection entails evaluating candidates using a variety of techniques before making a decision and making an employment offer. It is the process of identifying and removing applicants who are deemed ineligible for the position and the organization's requirements.

The most crucial part of managing personnel in both the public and private sectors is recruitment. This is due to the fact that the effectiveness of both governmental and nongovernmental machinery, as well as the caliber of the services they provide, heavily depends on the system's recruitment practices. It is one of the most important duties of modern government and the root of the personnel administration issue (Laxmikanth, 2008). Businesses cannot afford the huge negative costs associated with hiring and selecting incompetent candidates. In order to achieve the organization's strategic goals while spending as little money as possible, recruitment and selection within the company generally have this goal in mind (Ofori and Aryeetey, 2011).

Recruitment, as defined by Ofori and Aryeetey (2011), is the process of creating a pool of qualified people who can apply for jobs within an organization. Recruitment, according to Certo (2007), is the initial evaluation of the entire pool of potential human resources that are available to fill a position. Stahl (2007) stated that the foundation of the entire public personal structure is recruitment. Equally important to recruitment is the process of instilling in prospective employees a positive perception of their workplace. Recruitment is the process of filling open positions in the public and private sectors of industry. According to (Basu 2007), recruitment is a more inclusive process that also includes the processes of examination and certification. It is the procedure by which qualified candidates are included to compete for appointments in workplace.

By making sure that there is a balance between the created image and the organizational reality in terms of compensation and other personnel functions, the organization must inject a significant amount of realism into the image-creating process. Therefore, recruitment is a human resource function that includes finding potential candidates to fill open positions

within an organization as well as creating a pool of candidates from which the organization can choose the best candidates to meet their human resource needs. There is little chance of securing and developing a top-notch staff without carefully planning recruitment. The process of determining the need to hire new employees, pinpointing locations where they may be found, and luring in a pool of potential workers is known as recruitment (Ejumudo, 2010).

According to Gberevbie (2011)'s research, an organization needs to hire the right people and manage them well if it wants to achieve its goals for improved performance. He draws attention to the conflict that exists in Nigeria's public sector between the pressure to reflect equal representation of all sections in hiring and the pressure to only rely on merit. According to the work, performance suffers because recruitment into the public service in Nigeria places a greater emphasis on equal representation from all societal segments. He comes to the conclusion that merit should rule the selection of recruitment criteria in the interests of effectiveness, efficient personnel management, and performance. This suggests that an organization is more likely to achieve improved performance if its workforce is more qualified in terms of appropriate educational credentials, skills, and experience.

The process of selecting the most qualified applicant from the pool of candidates hired to fill the applicable job vacancy, on the other hand, is known as selection. Selection is the process by which certain tools are used to select from a group of people who are most suitable for the job at hand (Ofori and Aryeetey, 2011). Selection can also be viewed as a process of rejection because it rejects many applicants and chooses only a small number of applicants to fill the vacancy. Selection involves the use of one or more methods to evaluate an applicant's suitability in order to make the right selection decision. As a result, selection function can be either a negative or positive function (Gamage, 2014).

The goals of the selection function, according to Gamage (2014), are to match the right candidate with the right position, build and maintain a positive reputation as a good employer, and keep the selection process as affordable as possible. Due to a variety of factors, selection is a crucial factor for businesses to take into account. Often, a company's performance is directly related to the people who work there, so it is important to hire the right people to ensure organizational success (Henry and Temtime, 2009). The process of bringing someone new into the company is also expensive. Therefore, it is not something that businesses want to invest time and money in only to discover they hired the wrong person. Resources are already in short supply, so it is imperative that businesses get the process right the first time. It can be challenging to choose the right candidate, but in the end, the reputation of the company depends on the people it hires (Henry and Temtime, 2009).

Managers must be very careful when choosing candidates for job positions in today's workplace because the choice they make could make or break an organization. The process of selection involves both the organization and the applicant because, on the one hand, the organization decides whether or not to make a job offer, and, on the other hand, the applicant decides whether or not to accept a job offer (Omisore and Okofu, 2014). The implication is that in order to reach the best decision, both parties must have thought through the pros and cons before making a final choice. The following procedural guide underlies selection: In order to ensure a smooth delivery of the selection process between both parties, applicants must first complete an application form by specifying the position they are interested in and providing other necessary information (interviewer and interviewee). The second step is the initial screening interview phase, during which the recruiter quickly assesses the information provided by the applicant to gauge its suitability. This step determines whether or not the applicant will move on to the next step. The implication at this point is that if the applicant's profile is unattractive, recruiters will automatically end the process. Otherwise, the process

moves on to the next stage, where the chosen candidates are put through a thorough job test to gauge their suitability for the position.

The background check to confirm the veracity of the applicant's information comes after the previous step. To accomplish this, the recruiter might need to make calls to the applicant's referees or previous supervisors to ask for additional information about the applicant beyond what has already been provided. In-depth selection interviews are conducted as the next step in order to learn more about the applicant and avoid making the incorrect choice. An interview is simply defined as a conversation with a purpose, and it has been determined to be the most popular method of selection worldwide. The purpose of the conversation is to simply elicit useful information from a candidate to determine the candidate's level of suitability (Armstrong, 2009). A structured, unstructured, stressful, group, or panel interview could be conducted. The physical examination that follows determines the applicant's overall health. When successful applicants are subjected to medical examinations for physical fitness, employers occasionally have their clinics on-site or at specialized clinics outside the workplace. The decision is made after this is finished. The hiring panel's decision confirms that the applicant has completed all the aforementioned steps and that it is beyond a reasonable doubt that the candidates are qualified to fill open positions (Banjoko, 2002).

2.1 Recruitment Policies and Procedures

In order to compare the relationship between the ultimate customer satisfaction and actual quality service delivery, the need to establish calibration of both key business indicators at the enterprise level and key performance indicators at individual levels in full measure is inevitable. The essence of applying the gap model instrument is basically to establish inputs that germane to quality service delivery through the key elements indicated in the diagram below. The above service quality dimensions are basic to any service delivery and therefore should be put into cognizance in designing and producing or rendering any service in today's marketplace where competition is not only keen but raging at the speed of light. To stand out and better than the best, quality standard becomes the winning streak in this new normal where customers reign supreme. The aforementioned five quality service dimensions are the benchmarks to establish standard for quality formulation. They are therefore good comparators or basis to establish the customers' expectations, so that both service providers and ultimate end users can inspect what is expected or unexpected in the mutual relationship.

Establishing appropriate policies and procedures is one of the first steps in planning for the hiring of personnel for the public and private sectors of the workforce. The organization's code of conduct in this area of activity is represented by the recruitment policy. Additionally, broad regulations offer a framework for making decisions (Cole, 2002). High caliber employees are difficult to find and should be considered in recruitment policies. Public and private organizations have hiring guidelines that address equal employment opportunities (EEO), the sources of recruits, who conducts the hiring, and the hiring process as a whole. Typical recruitment policy areas include, for instance, posting all open positions internally, responding to every job applicant as soon as possible, attempting to accurately and courteously process all applications, selecting candidates based on their qualifications for the open position, and making sure that every person called in for an interview is qualified for the position (Cole, 2002). In sum, effective recruitment policies must be based on a comprehensive programme of management development such as:

2.1.1 Job Analysis

It entails creating a thorough description of the tasks involved in a job, figuring out how that job relates to other jobs, and identifying the knowledge, skills, and abilities required for an employee to do the job successfully. The person doing the work, the immediate supervisor, or by watching the work being done can all provide this information. Labor representatives may also provide information about the job if the company is unionized. The organization is able to create a job description and person specification using the data obtained by using one or more of the job analysis methods (Ejumudo, 2010).

2.1.2 Job Description

The authority of the position, its location within the organization, and the primary duties that must be carried out in order to perform the job are all listed in the job description. It is a written description of the duties of a job holder, including the steps involved and their justification. It must accurately reflect the nature, setting, and working conditions of the job (Ejumudo, 2010). Job descriptions are the foundation for performance evaluation and promotion, they clarify the duties, responsibilities, and expectations for the job holder, they are used to determine an employee's pay and, in turn, his status within the company, they are very helpful in creating training programs, and they are used in contract negotiations with labor unions. There are numerous approaches to taking when creating a job description. You can sit down and write a summary of the job as you see it, you can ask the person who currently holds the position to write a summary of the job as he sees it, or you can combine the two of the above (Ejumudo, 2010). You can either ask a trained job analyst to create a job description for you or conduct an interview with the job holder to learn precisely what he does, under what conditions, and with what limitations. He will likely combine the two aforementioned and inquire about the job holder's boss' opinions of what the position entails after the data or information has been compiled into a useful document. The open approach and the classified approach are the two fundamental methods for writing job descriptions. Since changes in technology, raw materials, business objectives, products, and the labor market will result in new job opportunities, job descriptions are not an end in themselves, and their compilation is not a one-and-done exercise (Ejumudo, 2010).

2.1.3 Job Design

To meet the technological, organizational, social, and personal needs of the job holder, it is the specification of the content, processes, and relationships of jobs. The amount of variety in a job, the arrangement of the tasks that make it up, the length of the work cycle, and other factors are all part of job design. Therefore, a job has four types of content: work content, method content, organization content, and personal content. Poor job design has an impact on job satisfaction because the employee may find the duties too demanding or overwhelming, which may cause frustration. For instance, if the job's scope is too limited, boredom, carelessness, and accidents may result. In most cases, jobs should be tailored to the individual, but this is not always possible in contemporary workplaces. When a job is created for a specific person, that person must be taken into account when that person leaves the company or is transferred, which may require redesigning a number of other jobs at the same time (Ejumudo, 2010).

2.1.4 Person Specification

The education, training, credentials, experience, and competencies required of the job holder are laid out in a person specification, also known as a job specification. A personnel specification, also known as a candidate profile, serves to specify the qualities that are desired

in applicants for the open position. In order for the chosen candidates to perform the job to a level that is deemed acceptable, the most crucial knowledge, skills, and personal qualities must be listed in the personnel specification. The job description's description of the nature and scope of the position, along with any additional information provided by the relevant manager, determines the specification's applicability. Naturally, the nature of the job will dictate the kind and degree of knowledge and skills needed, but the job will be carried out in a specific social setting, so it's important to get the manager's opinion on the kinds of personal qualities that would allow the newcomer to fit in. It is difficult to create adequate specifications. Each human being is unique and can only be understood as a complete being, according to [Fraser, 2008, cited in Ejumudo \(2010\)](#). Ineffective attempts to categorize him typically result in the concealment or total omission of crucial components. However, we want to be able to compare each candidate to the others when making a decision from a group of candidates.

Overall, according to [Sinha and Thaly \(2013\)](#), there are many different recruitment strategies (such as employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media, etc.); most organizations will use a combination of two or more of these as part of a recruitment process or to carry out their overall recruitment strategy. However, the best recruiting channels to use depend on the job position, the employer brand of the company, the resources available to the recruiting team, the budget available for recruiting, etc. You can test them all out to see which works best for you. Each recruiting method has unique advantages and restrictions, and it is more effective for particular circumstances and businesses. The key is gathering realtime recruitment metrics on these recruiting channels to determine which is most effective for the business in various circumstances. Each company has a unique recruiting process, so the best way to determine what works is to analyze metrics based on previous recruiting efforts, not the efforts of everyone else. Once the business has implemented its recruiting metrics solution, it is time to begin utilizing the recruiting channels that the business believes will be successful ([Sinha and Thaly, 2013](#)).

2.2 Theoretical Framework

The Human Capital Theory and Resource Based View (RBV) Theory are the foundations of this study. The central idea of the human capital theory, as put forth by [Adam Smith \(1723-1790\) in Teixeira \(2002\)](#), is that because people possess skills and useful abilities that have a real cost and produce profits, they are fixed capitals like machines. According to [Armstrong \(2006\)](#), the premise of the human capital theory is that people are now recognized as making a significant contribution to organizational success as well as constituting a significant source of competitive advantage due to their ability to use their collective skills, abilities, and experience in the interests of the employing organization. According to [Barney's \(1991\)](#) Resource Based View theory, businesses can achieve sustainable competitive advantage when they have a pool of human resources that cannot be imitated or replaced by competitors.

According to the resource-based perspective, businesses should continuously assess their workforce to ensure that they have the right people with the right skills in the right places to maintain a competitive advantage ([Barney, 2001](#)). If this isn't the case, businesses should make up for the shortfall by using appropriate recruitment and selection criteria. According to the theory, a firm's strength or weakness is largely determined by the caliber of its workforce and the effectiveness of its working relationships. To this end, [Sinha and Thaly \(2013\)](#) demonstrate that businesses can create a human capital advantage by attracting and

retaining exceptional employees. Most businesses can buy technology and capital at any time for a price, but it is difficult to find a ready pool of highly qualified and motivated employees. In order to maintain a competitive advantage, organizations should continuously evaluate their workforce to ensure that the right people with the right skills are hired. Additionally, businesses should use appropriate and valid hiring and selection criteria to make up for any gaps in their workforce (Zirra et al., 2015).

Therefore, businesses must exercise extreme caution during the hiring and selection processes if they want to differentiate themselves. The lack of a systematic method for hiring and choosing employees, however, exacerbates the issues with the recruitment and selection process in Nigeria. Gamage (2014) describes a systematic recruitment process as including identifying job openings, job analysis, job descriptions, person specifications, and advertising. A systematic selection process for hiring employees involves the hiring process, gathering information about qualified candidates, assessing each candidate's qualifications, and making employment decisions as opposed to an informal process.

3. RESULT AND DISCUSSION

3.1 Challenges and Effects of Poor Recruitment and Selection in Nigerian Workplace

Nigeria, the most populous nation in Africa at the moment, offers a wealth of human resources and is a prime location for investment for many other African nations as well as the rest of the world (Adeola and Adebisi, 2016). This one factor alone makes hiring and selecting a workforce in Nigeria crucial because both local and foreign businesses depend on the labor force there for a variety of business operations. However, political and personal influence that permeates the hiring and selection process in Nigerian workplaces makes it occasionally unhealthy (Ekwoaba, Ikeije and Ufoma, 2015). The politically motivated and disastrous recruitment exercise of the Nigerian Immigration Services on March 17, 2014, where 16 applicants' lives were in jeopardy and numerous numbers were hurt in the ensuing stampede and exhaustion, served as an emblematic example (Zirra, Ogbu and Ojo, 2017). The investigation committee indicted the former interior minister Abba Moro for giving the recruitment contract to his political allies, who carried out an exercise so dreadful that many Nigerians will never forget it easily. This is not to say that politics and personal influence do not come into play during the recruitment and selection process in the private sector, but the level of incompetence in the former is more pronounced than in the latter. In general, the difficulties in hiring and selecting employees in Nigeria began with a superior and preference for a person's culture, language, ethnic background, religion, gender, and level of education as requirements for employment (Fajana, Owoyemi, Elegbede, Gbajumo-Sheriff, 2011).

Also worth explaining is the difficulty of discrimination. Religion, ethnicity, health, age, political affiliation, sex, and race are all examples of discrimination. The majority of businesses in Nigeria are guilty of gender discrimination, favoring male employees over female employees in managerial positions by fervently promoting the "glass ceiling," which prevents women from being appointed to those positions even when it is sometimes clear that women are better qualified than their male counterparts for the job (Tiemmo and Arubayi, 2012). Additionally, the issue of "man-no-man" syndrome, in which unqualified candidates are chosen for jobs instead of those who are qualified, contributes to the level of mediocrity, inefficiency, understaffing, and low productivity seen in the economy over time.

Last but not least, Nigeria's failing educational system makes it difficult to absorb qualified graduates to support the country's industrial and employment base. This issue needs to be addressed as soon as possible. Employers of labor in both the formal and unofficial sectors of the economy depend on the annual crop of graduates from our educational institutions to

fuel the economy (Adeyoriyu and Fajebe, 2018). Unfortunately, these graduates frequently fall short of expected standards, which call into question our academic citadel's continued efforts to provide the country with high-quality education. Who is then to blame? Is it the employers who fail to provide a supportive environment for teaching and research in higher education institutions, the lecturers who instruct the students, or the students themselves? Therefore, the path forward focuses on effective partnerships between educational stakeholders to reverse the academic rot through effective instruction and high-caliber research (Zirra et al., 2017).

In the Nigerian workplace, managing recruitment and selection is a difficult task. However, if organizations are to gain a competitive edge in a globally volatile business environment, managers and human resources specialists must make it a priority to ensure that employee recruitment and selection are properly handled in the right direction. Managers must protect individuals and vulnerable groups from impending discriminatory practices that are typical of the Nigerian workplace in order to ensure fairness and equity in the recruitment and selection process (Adeyoriyu and Fajebe, 2018). Organizations must also start employing capable and qualified managers and human resources specialists who will always use their professional skills to ensure that recruitment and selection predict job success rather than serving as merely predictive tools. Additionally, the Nigerian Federal Character Principle needs to be updated to fulfill its original goal of guaranteeing equity and fairness in public sector employment and appointments; failing that, the clause needs to be completely removed from the constitution in order to reduce inefficiency, indiscipline, and incompetence among public sector employees (Adeola and Adebiji, 2016).

4. CONCLUSION

Every organization takes recruitment and selection seriously because the caliber of the workforce that was brought on board through these processes determines the organization's success or the effectiveness of its service delivery. Understanding the selection objectives, rules, and procedures is crucial for managers. More importantly, those who are in charge of choosing candidates should have access to sufficient information.

Therefore, it is crucial to understand that businesses operate in an environment that is becoming more competitive on a global scale. Managers are urged to constantly assess the selection methods based on their validity, impartiality, scope of usage, and cost because the organizational environment is constantly changing.

Employers of labor should be cautious about the recruitment and selection effectiveness of human resources with regard to organizational performance in order to gain a competitive edge. Because of its strategic role in transforming other organizational resources into finished goods, researchers have found that over time, human resources have remained the foundation for organization performance. This paper's goal was to theoretically examine hiring and hiring practices in Nigerian organizations in an effort to draw attention to issues and promote best practices.

When properly addressed, the challenges and effects of recruitment and selection in the Nigerian workplace have been successfully identified in this study, along with management strategies that will be helpful to all organizations and governmental bodies. The following suggestions are made in light of the study's discussions:

1. In order to have a round peg in a round hole, employers of labor in Nigeria, whether they are public or private, should make sure that qualified human resources experts are trusted with the recruitment and selection process.
2. Especially among larger organizations, organizations should adopt an electronic recruitment and selection process to maintain candidate applications. It is also highly advised that this process be continually improved to take into account technological issues.
3. To increase organizational success, employers of labor in Nigeria should make careful decisions regarding the recruitment and selection process.
4. To ensure compliance with international best practices, Nigerian employers of labor should constantly check the validity of their recruitment and selection criteria.

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