



## EFFECT OF RECRUITMENT AND SELECTION ON EMPLOYEES PERFORMANCE IN NIGERIA PUBLIC SERVICE: A STUDY OF DELTA STATE CIVIL SERVICE, ASABA

BY

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### Article History

Received: 11/10/2024

Accepted: 19/10/2024

Published: 22/10/2024

Vol –3 Issue – 10

PP: -55-62

### Abstract

*This study accesses the effect of recruitment on selection process on Employees performance in Nigeria Public Service. A study of Delta State civil service, Asaba. The main objective is to find out the effect of recruitment and selection on employees performance in Delta State civil service, Asaba the study use the survey research design. Primary source of data was used. A normality test was also carried out on the data. The e-view statistical software package, excel, and SPSS were employed for this purpose. The findings reveal that there is a significant positive relationship between selection and the performance of employers in Delta State Civil Service. It also reveal that godfatherism and geographical area of origin affect selection and recruitment in Delta State. The study recommend that recruitment and selection be based on merit system because the wrong man on the wrong job can lead to poor organization performance. Recruitment and selection be free from godfatherim and any political or Royal father syndrome.*

**Keywords:** Recruitment, selection, godfatherim, geographical spread, and performance.

## INTRODUCTION

Human resource management encompasses all aspect of organization's interactions with its personnel, including hiring and firing, benefits administration, goal setting, monitoring employee departure (Ozkeser, B 2019).

Employee that work in the civil service are crucial to the success of the organization (Chen C, Vanclay, 2021). The first step in achieving the aim of the civil service is to fill the open positions with qualified individual hence, recruitment is described as the process of organizing efforts to attract, local, and hire individuals who possess the knowledge abilities; and perspectives that are in consonants with the needs of business (Dean, B.A & Kykes, C. 2021). According to Benslimane and mowrtaghfir, 2020) agree that recruitment is the act of selecting a pool candidates from where to fill open jobs.

Muma D.M. Uzulwa, J; Ombui, K., Odhiambo R. Wekessa, S; Omondi M, Charles M. (2019), Failure in recruiting may have repercussions, such as a negative influence on the civil service. Human resources are said to be the inalienable asserts of any organization since the personnel employed in an organization serve as the hub around which other resources can be properly utilized to achieve set goals. Manneh and Adesopo (2023) averred that these human resources should

always be available when needed, in the right quantity, quality, and best fit. However, the availability of qualified and person-competent human resource does not happen by chance but through appropriate recruitment processes Scholars argue that assurance of continuous organizational growth depends on the ability to administer recruitment process in such a manner that the best-fit personnel for the job categories are achieved. Recruitment is the general process of identifying, sourcing, screening, shortlisting, and interesting candidates for jobs within an organization. Chukwu & Onnoha (2022) described it as an integral aspect of human resources management in the civil service which entails the processes of searching for prospective employees and stimulating them to apply for jobs, to that candidates who best meet the need, establishment criteria can be employed to occupy the vacant position.

gbokwe-Ibeto & Agbodike (2017) describe the civil service as a system of service with recruitment on merit, security of tenure, and due recognition of service through timely promotion. They are expected to be neutral and not a political because they are the backbone of public Administration. The civil service is part of the executive arm of government that implements, the programme and policies of government efficiently and effectively to ensure national development. The civil service is run by civil servants who are crops of



technocrat of federal, states and local government level who assist government of the day with their wealth of knowledge and experience to carry out their legitimate business (Agbenoro, 2023).

According to Abah & Nwokwu (2016) posit that civil service is responsible for policy execution that brings about delivery of public goods and services, the caliber of civil servant can make or mar the government of any nation in the pursuit of core mandates, this is why adequate attention ought to be given to the crop of personnel recruited for the civil service that would perform those functions to drive socio-economic development.

Onwe, A. and Nwokwu, P.M (2016) emphasized that in view of the need for the civil service to be impartially selected, administrative competent, politically neutral, and imbued with the spirit of service to the community. Section 153(1) of the 1999 constitution of the Federal Republic of Nigeria vested in the Federal and state civil service commission with the power to employ persons to offices in the federal and state civil service and to dismiss and exercise disciplinary control over person holding such offices. To avoid delay in the performance of the duties of the commission, section 170 of the same 1999 constitution of the federal Republic of Nigeria empowers the commission to delegate any of its powers and functions as a regulatory authority of the federal, state civil service to line ministries and extra ministerial departments (Ayandele & Etini, Omoruanga blessing 2024).

According to Cooper, D. Robestson, I.T., and Tinline, G (2023), recruitment is an important function of human resources management. The choice of recruitment methods by any organization and the dynamics influenced by two things, available resources to the organization and the dynamic nature of its environment (Adu-Darkoh 2014). In embarking on an effective and efficient recruitment strategy, the organization must decide on “Whom to recruit”, where to recruit”, what message to communicate” (Boxall, Purcell & Wrike 2007). Yankuba, E., Manneh & Ayo Adesopo (2022) averred that effective recruitment is pivotal to the organizational performance. Recruiting effectively depends on finding the people with the right skills, qualification, and expertise to deliver organizational objectives and the ability to make a positive contribution towards the values and the aims of the organization.

Recruitment and selection can play a pivotally important role in shaping an organization’s performance if work organization can make and acquire workers who already possess relevant knowledge skills, and aptitudes and can make an accurate prediction regarding their future abilities. It also have an important role to play in ensuring employees performance and positive organizational outcomes. It is often claimed that the selection of employees occurs not just to replace departing employees or add to a work force but rather it aims at putting in place workers who can perform at a high level and demonstrate commitment (Ballante, 2009 cited in Akyuz, M & Opusunju, M. I 2019).

Over the years, recruitment and selection have been conducted in Delta State Civil Service Commission, Delta State was selected for this study because it is microcosm a true representative of Nigeria due to the presence of different Ethnic nationalities in the state. The first in the recruitment processes are job analysis and developing of job description.

Studies have been conducted on recruitment and selection on performance of civil service in Delta State but none of these studies have viewed the impact of political patronage, god fatherism, and local government Area of origin characters system. Hence this study, therefore, fills the research gap, the issue of recruitment and selection in any organization is a serious business. This is because of wrong man on the wrong job can lead to poor employees performance in the organization closure or liquidation of the organization (Akyuz, M & Opusunju, M.I. 2019).

In the civil service, is there a relationship between the method of recruitment and selection and employee performance in the civil service in Delta state? Is there a relationship between political patronage and the method of recruitment and selection and employee performance in the civil service in Delta State? Is there a relationship between the recruitment and selection and employee performance in Delta State civil service?

Several studies have been carried out in this area such as Ekwoaba, Ikeije, and Uforma (2015, Eke Gabriel Favour (2016) cited in (Akyuz, M. & Opusunju, M.I. (2019). However, none looked in the effect of recruitment and selection on the performance of employees in the civil service on Delta State vis-a –vis, political patronage, godfatherism, and local government area of origin. This study fills that gap.

It is vital to note that the processes of recruiting personnel are often conducted based on series of steps which actually begin with predicting the need for new employees based on the type of vacancies that exists to know the right caliber of candidates to attract (Oyadiran, Ishaq and Kola, 2023). The first steps in the recruitment processes are job analysis and developing a job description. To this end, the department of Establishment under the Office of the Secretary to the State Government send out call circular to each of the ministry, parastatals to determine vacancies position (Herbert, G.H. Tim, J, and Kammeryer – Mudler, J.D. (2019). The first step is referred to as the recruitment planning stage where the recruitment objectives are declared in terms of number of applicants needed, the quality, or diversity of applicants with statements of the financial implication for filling the jobs. This initial process sets out the merit criteria to be met in terms of necessary skills and competencies, experience, education, or other position-specific requirements (Omoruanga, B. 2024).

The method of recruitment of candidates could be internally or externally done such that the techniques of recruitment will be determined by the source of recruitment the organization wishes to use. Jordan and Thomas (2023) opined that when the civil service decide on a policy of internal recruitment, the processes of recruitment will include job posting within the organization to inform all existing employees and therefore

allow open competition vis-à-vis a review of employee records that enables assigning of the job to the right fit employees. Whereas external recruitment processes would entail an advertisement in the Newspaper and labour union newsletter and other internal resources that are vacancies and that new hands are welcomed (Gilbert & Ndubuisi, 2023). It should be noted that recruitment and promotions are divided into two. Those on salary grade level 01-6 are the responsibility of the various ministry with the civil service commission representation in attendance, While those on salary grade 07-17 are carried out by the civil service commission.

The completion of the recruitment attraction process is done and submissions are gathered, this phase examines all submission received by the deadline those who didn't satisfy the advertising criteria are instant and enously disregarded throughout this phase. Ngobe et al, (2023) posit that selection panel must be honest and straightforward. Selection should be determine by short listing criteria developed in response to the job parameters provided in the advertisement. Enough time must be set up for the selection of candidates.

Onyeche & Deedan (2023) express that the most common form of recruitment assessment processes that prospective employees is subjected to is a medical examination. However, only those applicants who require the physical capability to do their duties are subjected to a medical examination, often known as pre-placement medical examination. The purpose of medical assessment is to guarantee that a candidate's health is enough to satisfy the employment requirements. Itabo serve as a benchmark for comparing and interpreting future medical evaluation (Ngobe et al, 2023). According to Abbas et al, (2023) there are four reasons to undertake a medical and physical examination other than ascertains whether the candidate met the employments requirement Onyeche and Deedda, (2023) averred that background reference Checks and applications are approved, the preparation prospect are typically requested to give the names and contact information of the people who can serve as references. The reference Checks are usually performed over the phone and used to verify the information provided by the candidate. Also, it provide the organization with information into how other people see the candidate main skills (Udeh et al, 2023). In conformity with the medical fitness, Delta State civil service commission through the line ministries and extra-ministerial Department reserve the right to carryout reference and background Chuks to validate the candidate's education or any act of felonious record (Baribor, 2023).

Indicators of Employee job performance Employee job performance is defined as the job-related task that are required of a worker and how successfully those activities are carryout out (Manneh and Adeposo, 2023). Employee performance is regarded as an employee ability to carry out work obligations/responsibilities effectively and efficiently.

Scholars are of the opinion that the performance of a worker cannot be assessed arbitrarily as there are indicators for assessing employee job performance (Jordan and Thomas,

2023). These indicators vary based on the perception of scholars the most common indicators are quantity or rate of work done within a predetermined era, quality of work or service delivery, job knowledge or technical expertise in doing their job in line with the set standard of that field, timeliness in doing their jobs satisfactorily to meet target, creativity (use of initiative to resolve problem, cooperation, dependability, personnel quality most of which are explained within the concept of efficiency and effectiveness (Avram and Rus, 2017).

## Theoretical Framework

This paper adopt the Resource-Based theory and Equity theory to discuss this paper. The resource-based suggests that sustainable competitive advantage is attainable when firms or organization have a human resource pool that cannot be imitated or substituted by rivals. Firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right place to ensure sustainable competitive advantage (Barney, 2001, Akyuz and Opusuoji, 2019). A vital part of any firm or organization is its strength or weakness stem from the caliber of people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barrery to imitation" is at the core of resource-based thinking.

According to Boxall (2008) cited in Akyuz & Opusunju (2019) averred that firms that recruit and retain exceptional individuals have the capability of generally human capital advantage. He opine that a difference should be established between, human capital advantage and human process advantage' the former result from employing people with competitively valuable knowledge and skills, much of it tant. The letter, however, follows from the establishment of difficult to initiate, highly evolved processes within the firms, such as cross-departmental cooperation and executive development. In which case, the use of human resource management systems is necessary for firms to gain a competitive advantage Sparrow et al, (2002) cited in opusunju (2009) opined that technology and capital can be acquired by most firms at any time, for a price but it's not easy to acquire a ready pool of highly, qualified and motivated employees. Thus, to be differentiated, organization need to be very careful with the recruitment and selection processes. The company's Human resource (HR) practices would there need to emphasize "selecting highly skilled individuals" the companies should consider recruitment as a key tool to achieve the overall business goal because according to Broxall & Purcell (2008) new employees are always active, ready to learn new things and easy to adopt to the new environment. The right person should be found directly from the recruitment – process having them trained later. According to Catano et al, (2010) also cited in Akyuz & Opusunji (2019) averred that employers must aspire to hire applicants who possess the right knowledge, skills, abilities of other attributes (KSAOs) new to successfully perform the job most effectively than, recruitment, screening, and selection procedures should

yield the best-qualified candidates within the context of agreed – upon equity programs.

Expectancy theory of motivation. According to Porter–Lawler (1968) cited in Eonmwan (2018). Expectancy theory of motivation, which accepts the promises that felt – needs cause human behaviour that an effort expended to accomplish a task is determined by the perceived value of regards that will result from finishing the task and the probability that those rewards will material are the theory opined that level of motivation are based more on the value that individual places on the reward, the component that effect are called valiancy (What is important to you) and expectancy (Can I do it?)

Expectancy Theory components Expectancy theory do comprised of three components;

- (i) Expectancy
- (ii) Instrumentality
- (iii) Valence

Expectancy – probability (EP) the expectancy is the belief that one’s effort will result in attainment of desired performance (P) goals. This belief, or perception, is generally based on an individual’s past experience, self–confidence (often termed self–efficacy), and the perceived difficulty of the performance standard or goal.

Variables affecting the individual’s Expectancy perception, Self–efficacy – self – efficacy is a person’s belief about his or her ability to perform a particular behavior successfully. Does the individual belief that he or she has the require skills and competencies required to perform will and the required goals.

Goal difficulty – goals that are set too high or performance expectations that are made too difficult, lead to low expectancy perceptions when individual perceived that the goals are beyond their ability to achieve motivation is low because of low expectancy.

Control – one’s perceive control over performance is an importance determinant of expectancy. In order for expectancy to be high, individuals must believe that they have gone degree of control over the expected outcome. When individual perceive that they the outcome is beyond their ability to influence, expectancy, and thus motivation is low. Instrumentality – Probability (PIR)

The instrumentality is the belief that if one does meet performance expectations, he or she will receive a greater regard. This reward may come in the form of a pay increase, promotion, recognition, or sense of accomplishment. When it is perceived that value rewards follow all levels of performance, then instrumentality is low.

There are variable affecting the individuals valence for outcome, Trust, control, and policies.

Valence – V(R) - the valence connote the value the individual personally placers on the rewards, this a function of his/her needs, goals, values, and sources of motivation (Intrinsic or extrinsic). From the above, our motivation or effort leads to performance. Our performance is followed by intrinsic and

extrinsic rewards, which must be attractive to the employeee the perceived equity of those rewards lead to satisfaction.

## Methodology

This paper employed the survey research design method and questionnaire was used to elicit responses from the sampled size of 125 randomly selected members of the Delta State Civil service. The 125 questionnaires distributed to respondents’ based on Salary Grade Levels. A total of 120 as shown below.

Categories	Population	Sample
SGL 1-5	150	15
SGL 6-10	900	90
SGL 12 and above	150	15
Total	1200	120

Source: Field Survey, 2024.

The stratified random sampling technique was employed in obtaining the one hundred and twenty-five (120) Civil servants of the Delta state Civil service. Only one hundred and twenty questionnaire were retrieved . The questionnaire was divided into two sections; section A contained the demographic data. While section “B” contained questions concerning recruitment and selection and employees performance in Delta State Civil Service, respondents are expected to provide answers to the research questions. Section “B” was based on the Likert scale format. The Spearman’s rho Correlation was used in analyzing the data based on a decision rule of the calculated coefficient of determination R<sup>2</sup> in order to evaluate the effect of recruitment and selection on performance in Delta State Civil Service. Positive or negative coefficient indicates low or high relationship. Hence, values below 30% are said to be low, 50% - 70% is regarded as moderate, and 70%-100% is said to be high, the hypothesis decision was based on the .05 level of significance.

## Presentation of Results and Discussion

Table 1: Gender of Respondents.

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Male	54	45.0	45.0	45.0
Female	66	55.0	55.0	100.0
<b>Total</b>	120	100.0	100.0	

Source: Field Survey 2024.

The descriptive statistics of the personal variables indicated that 45% were male Civil Servants and 55% were female. Thus, the female are more as revealed by the sampled population used in this research.

**Table 2: Age Categories of Respondents.**

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-30	81	67.5	67.5	67.5
31-49	24	20.0	20.0	87.5
50 and above	15	12.5	12.5	100.0
<b>Total</b>	120	100.0	100.0	

Source: Field Survey 2024.

Table two above show that the personal variables based on age revealed that 67.5 % (18-30 years) were young Civil Servants and 20% (31-50 years) were mid age workers in the

Delta state Civil Service at the time of this study, while 12.5% (50 years and above) are regarded as the older workers in the Delta state Civil service. Thus, the study revealed that there is hope of capability and active worker force in terms of the 67.5% that are in the youthful age as revealed by the sampled population used in this research.

**Table 3: Salary Grade Level (SGL) \* Educational qualification Cross tabulation of Respondents**

Salary Grade LEVEL(SGL)	Educational qualification				Total	Percentage
	Secondary School	OND/NCE	B.Sc	Others		
SGL1-5	6	6	3	0	15	12.5
SGL6-10	0	75	12	3	90	75
SGL12 and above	0	0	12	3	15	12.5
<b>Total</b>	6	81	27	6	120	100

Source: Field Survey 2024

Table 3 shows the cross tabulation of salary grade level (SGL) and educational qualifications of the sampled population of the Delta state Civil Service, the SGL 1-5 is 12.5%, consisting of 6 secondary school level, 6 OND/NCE and 3 B.Sc, while SGL 6-10 is 75% made up of 75 OND/NCE, 12 B.Sc, and 3 others and the higher grade level of SGL 12 and above is 12.5% consisting of 12 B.Sc holders and 3 others that either M.Sc or PhD holders. The table reveal that the strength of the Delta State \Civil Service is SGL 6-10 with 75 OND/NCE and 12 B.Sc holders.

**Table 4: The recruitment and selection process in Delta state civil service effectively identifies candidates with the requisite skill and qualifications for their respective positions**

Option	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	57	47.5	47.5	47.5
Undecided	3	2.5	2.5	50.0
Agree	39	32.5	32.5	82.5
Strongly agree	21	17.5	17.5	100.0

Total	120	100.0	100.0	
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Source: Field Survey 2024

The table 4 above shows that 47.5% of representing 57 respondents disagreed and 32.5% (39) agreed while 17.5% (21) strongly agreed that the recruitment and selection process in Delta state civil service effectively identifies candidates with the requisite skill and qualifications for their respective positions. However, 2.5% (3) choose the undecided option. In all, 50% of respondents agreed 50% respondent disagreed. Based on the analysis of results obtained, we affirm that the recruitment and selection process in Delta state civil service has not effectively identifies candidates with the requisite skill and qualifications for their respective positions as revealed by this study as shown below in table 5.

**Table 5: Employees in Delta state Civil Service feel adequately prepared and equipped for their roles as a result of the recruitment and selection process**

Option	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	81	67.5	67.5	67.5
Undecided	39	32.5	32.5	100.0
<b>Total</b>	120	100.0	100.0	

Source: Field Survey 2024

The above table indicated that the recruitment and selection process is not adequate based on the opinion of the sample collected, where 81 respondents indicating 67.5% disagreed and 39(32.5%) were undecided.

**Table: Recruitment and selection practices in the Delta state Civil service prioritize geographical spread, ensuring equitable representation of candidates from different regions within the state**

Option	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	69	57.5	57.5	57.5
Undecided	27	22.5	22.5	80.0
Agree	24	20.0	20.0	100.0
Total	120	100.0	100.0	

Source: Field Survey 2024

Table 6 above clearly shown that the recruitment and selection in Delta state civil service is not based on geographical spread as 69(57.5%) of the respondents disagreed, 27(22.5%) undecided while 24(20%) agreed, hence the consideration of ensuring equitable representation of candidates from different regions within Delta state was not met in regard Delta state civil service within the period of the study.

**Table 7: The intervention of godfatherism significantly influences the recruitment processes in the Delta state Civil service, leading to favoritism in candidate selection**

Option	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	2.5	2.5	2.5
Undecided	6	5.0	5.0	7.5
Strongly agree	111	92.5	92.5	100.0
Total	120	100.0	100.0	

Source: Field Survey 2024

Table 7 above vividly revealed that the issue of godfatherism significantly influences the recruitment and selection of Civil servants in Delta state Civil service within the time frame of the study. One hundred and eleven respondents that are 92.5% of the 120 respondents strongly agreed the godfatherism is a key factor of influence in the recruitment and selection process in Delta State civil service.

**Table 8: Hypothesis One: there is no significant relationship between recruitment and employees performance in Delta state civil.**

Number of respondents	r	R <sup>2</sup>	Critical value	Decision
120	0.613	37.8%	0.05	Agreed/moderate positive sign effect

Number of respondents	R	R <sup>2</sup>	Critical value	Decision
120	-0.251	6.3%	0.05	disagree/lower negative sign effect

$r = \sqrt{R^2}$ ,  $R^2 = r^2$  Where: r = spearman's rho correlation, R<sup>2</sup> = coefficient of determination

The results of Spearman's coefficient(r) indicated that there exists a positive relationship and the value of coefficient of determination were all found to be statistically significance at the 5 percent level, hence, the null hypothesis is rejected, and accept the alternative hypothesis affirmed that there is a significant relationship between recruitment and employees performance in Delta state civil. However, the value of the coefficient of determination shows about 37.8 percent degree of linear correlation between the two variables considered.

**Table 9: Hypothesis Two: there is no significant relationship between godfatherism in recruitment and employees performance in Delta state civil.**

Number of respondents	R	R <sup>2</sup>	Critical value	Decision
120	0.887	78.6%	0.05	Agree/High positive sign effect

$r = \sqrt{R^2}$ ,  $R^2 = r^2$  Where: r = spearman's rho correlation, R<sup>2</sup> = coefficient of determination

The Spearman's coefficient(r) value reflected that there exists a negative linkage between godfatherism in recruitment and employees performance in Delta state and the value of coefficient of determination were observed to be statistically insignificance at the 5%, hence, the null hypothesis is not rejected, also the coefficient of determination shows about 6.3 percent degree of linear correlation between the variables is highly insignificant.

**Table 10: Hypothesis Three: there is no significant relationship between geographical spread in recruitment and employees performance in Delta state civil**

Number of respondents	r	R <sup>2</sup>	Critical value	Decision
120	0.887	78.6%	0.05	Agree/High positive sign effect

$r = \sqrt{R^2}$ ,  $R^2 = r^2$  Where: r = spearman's rho correlation, R<sup>2</sup> = coefficient of determination

The results of Spearman's coefficient and coefficient of determination were all found to be statistically significance at the 5 percent level, hence, the null hypothesis is rejected, and accept the alternative hypothesis while affirmed that there exists is a significant relationship between geographical spread in recruitment and employees performance in Delta state civil.

## Discussion and Analysis of Findings

The study revealed that there is a positive association between recruitment and employee performance in Delta State civil service and also a positive association between the selection and performance of civil servants in Delta State. The study also revealed that there is a positive relationship between godfatherism in recruitment and employees performance in the civil service in Delta State. Furthermore, the study affirmed that there is significant relationship between geographical spread/local Government Area of origin in recruitment and employees performance in Delta State civil services.

From the foregoing, this study agrees with the study carried out by Ekwoaba, Ikeije, and Ufuomo cited in Opusunju, M.I (2019).

## Conclusion

The study looked at the effect of recruitment and selection on Employees, performance in Nigeria, study of Delta State civil service, Asaba it was vivid that the selection and recruitment was not transparent but bedeviled with some challenges that enable merit method Jettisoned for god fatherism

## Recommendations

The study recommend that merit system be put in place and used for all recruitment and selection of employees in civil service.

There should be written examination in English Language, logic, and elementary mathematics. The afore-said should be free from political influence and traditional influences. Employees should be trained at the Administrative college. Badagary, Lagos. Organization should be free of political finance and personnel biases for improved and effective system.

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