Personnel Recruitment and Organisational Performance in Selected Public and Private Organizations in Bayelsa State

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Abstract

This study focuses on examining the role of personnel recruitment practices on organisational performance in organizations Bayelsa State. The study adopted the decision-making theory to explain the interplay between recruitment/selection practices and organisational performance. The population of the Study was 2804 and 351 respondents were drawn from the entire population using a structure questionnaire. A simple random sampling technique was adopted in the study. Research questions were answered with descriptive statistics (mean and standard deviations) while the research hypotheses were tested at 0.05 level of significance using simple linear regression and independent T-test. The research reveals distinct recruitment and selection procedures, encompassing applicant identification, application screening, interviews, background checks, and onboarding. Notably, it identifies candidate justifications for rejecting job offers during onboarding, including dissatisfaction with benefits and superior offers from other firms. Findings also shows that regular one-on-one meetings with line managers and competency measures based on knowledge and skills significantly enhance employee performance. The study challenges the assumption that a larger workforce inherently leads to improved performance, highlighting the nuanced relationship between workforce size and management effectiveness. Moreover, it exposes the influence of political and religious factors on the selection process, particularly in public organizations, and suggests outsourcing recruitment as a potential solution to mitigate such influences. The study underscores the importance of upholding meritocracy principles in hiring decisions.

1. INTRODUCTION

Recruitment of personnel stands as a pivotal process for organizations, exerting significant influence on workforce performance and its ability to align with organisational objectives. As outlined by Schuler and Jackson (2007), recruitment encompasses a spectrum of activities aimed at enticing a group of qualified candidates seeking for job placement, which includes crafting job descriptions, advertising positions, and evaluating applicants. The central goal of this process, as articulated by Arthur (2012), is to pinpoint individuals possessing the requisite knowledge, skills, abilities, and other attributes crucial for effective job execution.

The insights presented are rooted in research demonstrating the fundamental importance of individuals within organizations, because of the diverse values, attributes and perspectives they bring to workplace dynamics (Egwe, Ugochukwu, & Ndubuisi, 2015). When effectively managed, these human qualities can significantly benefit the organization. Djabatey (2012) emphasizes this viewpoint, highlighting the growing focus on the human capital component of organisational wealth. Essential to human resource management, as noted by Mullins (1999) and Djabatey (2012), is the nurturing of individuals, their competencies, and the

comprehensive development of business processes. Echoing this stance, the National University of Ireland (2006) asserts that the company's capability to draw and select talent that are exceptional across all levels is indispensable for sustained growth. The selection process commences with identifying the right caliber of candidates, with recruitment serving as the means to locate and entice suitable individuals, whether internally or externally, for potential employment (Egwe, Ugochukwu, & Ndubuisi, 2015). This underscores the pivotal role recruitment plays in securing talent essential for organisational success and long-term viability, aligning with strategic objectives and fostering a culture of excellence within the workforce.

Despite its critical importance to organisational efficiency and productivity, many organizations in Nigeria continue to practice recruitment processes that fall short of global best practices. This discrepancy underscores the need for closer examination and improvement of recruitment practices, particularly in regions like Bayelsa State. The rate of non-compliance with best practices in recruitment processes varies across organizations in Bayelsa State, presenting a distinct gap that the present study aims to address (Ayaode, 2000).

Failure to recruit the right employees can result in a workforce ill-equipped to meet organisational needs. This can manifest in various adverse outcomes, including reduced productivity, high employee turnover, diminished organisational performance, and decreased competitiveness, all of which can profoundly impact both the organization and the wider economy.

Furthermore, the scarcity of studies on personnel recruitment and performance organizations in Bayelsa State presents a significant knowledge gap that warrants attention. This study aims to address this gap by investigating recruitment practices and their impact on organisational performance within Bayelsa State. By conducting comprehensive research in this area, the study seeks to provide insights and recommendations that can inform more effective recruitment strategies and contribute to improved organisational performance in the state. Ultimately, enhancing recruitment practices can play a crucial role in fostering economic growth and development in Bayelsa State. This study was guided by the following research questions:

• How does the size of workforce influence the performance of organizations in Bayelsa State?

• How does interference on selection and recruitment of personnel affect the performance of organizations in Bayelsa State?

• How does the role of personnel recruitment and selection on organisational performance differ in organizations in Bayelsa State?

2. LITERATURE REVIEW

2.1 The Concepts of Recruitment and Selection

Various studies have underscored the distinction between recruitment and selection processes, emphasizing their complementary yet distinct nature (Simon, 2014; Joy, Ugochukwu, & Ndubuisi, 2015). The National University of Ireland (2006) highlights the crucial role of selecting high-caliber individuals across organisational levels for sustained success. Walker (2009) further delineates the process, stating that selection commences upon identifying suitable applicants, while recruitment involves attracting candidates, both internally and externally, for assessment towards potential employment.

Recruitment and selection encompass the activities of sourcing and selecting applicants who will be employed, significantly influencing human capital quality of an organization (Gamage, 2014). The implications of inefficient processes are profound, as hiring inadequately skilled individuals can incur substantial costs for businesses. Consequently, aligning recruitment and selection practices with organisational strategies is imperative to optimize resource allocation and achieve strategic objectives (Ofori & Aryeetey, 2011).

2.2 Organisational performance

Understanding the concept of performance is a prerequisite to understanding the concept of organisational performance. Performance is subjective, so there are currently multiple interpretations of it. Didier (2002) defined performance as achieving the goals outlined in the convergence of enterprise orientations. Performance, in his view, is not just the discovery of an outcome, but also the result of a comparison between the outcome and the target. Didier's perspective differs in that he believes the concept actually compares the objective and the result. The author's definition is ambiguous because, depending on the nature of the activity, goals and outcomes can differ significantly.

According to Lebas (1995), Performance is grounded in a causal model that links elements and outcomes, is future-focused, and is designed to capture the distinctive qualities of each organization or individual. He defines a "successful" business as one that will accomplish the goals of the management coalition, as opposed to one that has already done so. Therefore, future and potential have an equal bearing on performance. Whooley (1996) asserts that performance, if it exists at all, is a socially constructed reality that exists only in people's imaginations. It is not a quantifiable, objective reality that can be assessed. Performance according to this definition, may encompass things like parts, goods, outcomes, and impacts. It may also have something to do with economy, efficiency, effectiveness, cost effectiveness, or equity. Performance is viewed as subjective and interpretive by Lebas (1995) and Whooley (1996), not to mention that it is connected to cost lines, which highlights how vague the idea is.

3. THEORETICAL LITERATURE

3.1 The Decision-Making Theory

The decision-making theory was initially documented in the works of a number of scholars (Okolo, 2012); more recently, it was the subject of organisational decision-making research by Iyayi (2002) and Miller, et al (2003). These researchers contend that one of the basic tenets of organisational decision-making is the rationality of organisational decisions and the necessity of these rational decisions for the seamless operation of organisations as they strive for increased performance (Miller et al., 2003). Decision-making theorists define decisions as the selection of a recommended course of action (Iyayi, 2002). The plan is to achieve the objectives for which the organisations were established. According to Iyayi (2002), a fundamental idea in decision-making is that it begins when decision-makers sense the need to take on a challenge or take advantage of an opportunity.

The idea that decision-making is the foundation of every organisation, whether in the public or private sector, is another key tenet of decision-making in an organisation (Tonwe, 1994). So, whether an organisation is in the public or private sector, decision-making is fundamental to its ability to succeed. Furthermore, it means that a choice made by the management team that affects a particular or all aspects of an organisation will have an impact on the success or failure of that business at any given time. This presumption is especially pertinent to our study and the achievement of an organisation's goal of improved performance. This is because hiring the right people at the right time, developing recruitment strategies that will enable the employment of competent staff, and devising retention plans for the hired competent staff will all be essential decisions that an organisation must make in order to achieve its goals and objectives.

3.2 Empirical Literature

Research by Boswell et al. (2019) argues that strategic recruitment initiatives contribute to organisational agility, enabling firms to adapt to dynamic market conditions effectively. Moreover, strategic recruitment fosters a diverse and inclusive workforce, which is associated with enhanced innovation and problem-solving capabilities (Dobbin & Kalev, 2016).

More so, Smith and Jones (2018) conducted a qualitative analysis a study "published in the Journal of Business Ethics, to examine the effectiveness of establishing clear policies and guidelines in mitigating interference in recruitment processes. Through interviews with HR professionals and organisational leaders, the researchers explored the impact of formalized recruitment policies on organisational practices and outcomes." Their findings revealed that organisations with clear and comprehensive recruitment policies experienced fewer instances of bias, nepotism, and favouritism in their hiring processes.

In a similar vein, Rauf (2007) "discovered a positive relationship between complex recruitment and selection procedures and organisational effectiveness. In his article on some of the problems facing recruitment and selection criteria in organisations, István (2010) pointed out that there are a lot of recruiting strategies in use today, some of which are not generally recommended for the hiring process or are not endorsed by experts."

Also, in a qualitative study published in the Journal of Public Relations Research, Smith and Brown (2018) examined the impact of crisis management strategies on employer reputation following high-profile scandals. Through case studies of organisations implicated in ethical breaches, the researchers analyzed how organisations responded to crises and managed their reputational fallout. Findings indicated that organisations that promptly acknowledged wrongdoing, took responsibility for their actions, and implemented corrective measures were more successful in rebuilding trust and credibility with stakeholders.

Furthermore, in a study published in the Journal of Applied Psychology, Smith, et al (2016) delved into the effects of structured interviewing on candidate perceptions and hiring decisions. Through carefully designed experiments, the researchers sought to understand how different interview formats influenced candidate perceptions and hiring outcomes. The findings revealed that candidates perceived structured interviews as fairer and more job-related compared to unstructured interviews.

Similarly, Patel, et al (2018) conducted a comprehensive case study analysis, as reported in the Journal of Business Ethics, to explore the impact of insider information on organisational transparency. Through interviews with employees and thorough analysis of organisational data, they revealed a troubling reality: the utilisation of insider information in recruitment and promotion processes eroded trust and transparency within the organisation. Employees who became aware of insider practices perceived organisational decision-making as opaque and unjust, resulting in decreased trust in leadership and diminished morale among the workforces.

4. METHODOLOGY

4.1 Research Design

A survey research design and correlational research was employed in this investigation. Survey research is a type of research that examines both large and small populations by choosing and analyzing sample populations in order to ascertain the relative frequency, distribution, and interrelationships of psychological and sociological variables (Kerlinger, 1973). Finding out the nature of a situation as it stands at the time of the investigation is its goal.

4.2 Sources and Types of Data

The questionnaire and interview guide were main sources of primary data which were used to collect quantitative

data and were used to measure the dependent and independent variables. The questionnaire was employed to obtain response from workers from the organisations selected for the study. There are two sections (A and B) in the questionnaire. Eight items were created after Section A collected respondents' personal data, which included their gender, age, marital status, level of education, rank, unit or department, and years of service. Section B on the other hand, contained items that measured the five sub-variables derived from the objective of the study. Five items were used to measure each of the sub-variables; this gave rise to 25 items. Both section A and B gave rise to a total of 33 items which were triangulated and structured in a mixed format scale. The interview guide on the other hand, consisted of open-ended questions which sought to probe major issues relating to personnel recruitment and organisational performance.

4.3 Population and Sample Size

The population of the study consisted of all the management staff in the six public and private organisation in Bayelsa state selected for the study. Three organisation each of the six organisations represent public organisations while the remaining three represents private organisation. They are as follows: Those in the managerial cadre which constitutes the population of the study obtained from the human resource unit (for private organisation) and staff establishment unit (for public organisation) are presented as follows: Bayelsa Sate Ministry of Agriculture - 410, Bayelsa State Hospital Management Board - 1,550, Bayelsa State Ministry of Environment - 690, Biedomo Premier School Yenagoa - 60, Aqualina Water Yenagoa - 70 and Premium Trust Bank Yenagoa - 24. This gave a total of 2,804 staff as population. The Taro Yamane (1967) sample size determination formular was used to determine the sample size of the respondents, which stood at 351 (three hundred and fifty-one) respondents which spread across the various organisations selected for this study (please see appendix one for details of the calculation) The details are presented in Table 1.

Table 1
Distribution of Study Population by Organisations

Organisation	Total No. of personnel	No. of personnel sampled
Bayelsa Sate Ministry of Agriculture	410	51
Bayelsa State Hospital Management Board	1550	194
Bayelsa State Ministry of Environment	690	86
Aqualina Water Yenagoa	60	8
Biedomo Premier School Yenagoa	70	9
Premium Trust Bank Yenagoa	24	3
Total	2,804	351

Source: Computation by researcher from fieldwork, 2024

4.4 Sampling Technique

A combination of simple random and purposive sampling approaches were adopted to select the respondents for the study. Firstly, six organisations and/or units were selected purposively on the basis of availability of the records of personnel recruitment and organisational performance. Secondly, all the units and or departments from the six selected organisations were purposively involved in this study due to the availability of the study variables which cuts across all the departments and units of the six organisations selected for the study, and also, the purposive sampling procedure adopted to select the units and/or departments gave all the units or department equal representation and the organisation with higher number of staff had more representation. Thirdly, simple random sampling was utilized to select randomly the respondents in each organisation using balloting with replacement method. This ensured equal representation of all the respondents. Since the staff strength of the organisation were not equal, organisation with higher number of staff were represented more. This gave a total of 351 respondents that were used in the study. The researcher applied balloting with replacement in carrying out the simple random sampling.

In each unit or department of an organisation, the name and/or staff number of the organisation were written on pieces of papers and folded into a basket, shuffled and picked with replacement, this ensure that all staff had equal opportunity to be included or selected for the study. The picking procedure was continued till the required number of respondents per organisation were selected (please see Table 1 and appendix two for details and clarification). The details of sample selection and the actual number of staff selected from each organisation are presented in Table 1.

4.5 Validity and reliability of the instruments

The instruments were given to research supervisor and other Professors of Industrial Sociology and an expert in Measurement and Evaluation in the Faculty of Education, Niger Delta University, Bayelsa State, for face and content validity. This was done to ensure that the items measured what they were supposed to measure. Some items were restructured, adjusted, and replaced as needed. The corrections were properly reflected, and the experts were given the final copies. The instruments were validated before duplicates were made for trial testing in order to establish reliability and subsequent use for the study. . Furthermore, the reliability of the quantitative data was determined using Cronbach's alpha Coefficient and the result is presented in the Table 2.

Table 2
Reliability Test: Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excludeda	0	.0
	Total	35	100.0
Listwise deletion based on all variables in the procedure.			

Source: Researcher's SPSS OUTPUT (2024)

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4.6 Procedure for Data Analysis

Research questions were answered with descriptive statistics (mean and standard deviations). The research hypotheses were tested at 0.05 level of significance.

4.7 Ethical Considerations

Informed Consent: Participants were provided with a consent form outlining the purpose of the study, their rights, and the confidentiality of their responses. They were be given the opportunity to provide informed consent before participating in the research.

Anonymity and Confidentiality: All personal information collected during the study were be kept confidential, and participants' identities were be anonymized in any published findings or reports.

5. RESULTS AND DISCUSSIONS

5.1 Distribution and Return of Questionnaire

The Table 3 shows the distribution and return of questionnaire, as observed that Bayelsa State Hospital Management Board has the highest population and consequent higher copies of questionnaire (194) of which 191 were returned, followed by Bayelsa State Ministry of Environment who received 86 copies of questionnaire and returned 85. Bayelsa Sate Ministry of Agriculture received 51 copies of questionnaire and returned 49 copies, while aqualina water Yenagoa and Biedomo Premier School Yenagoa received 8 and 9 copies respectively and returned 8 copies each and finally, Premium Trust Bank Yenagoa received 3 copies and returned all. Therefore, a total of 344 copies of questionnaire were returned, out of which 3 copies were rejected for cases of high-level incompleteness and/or illegibility, making 341 copies of the questionnaire fit for data extraction and analysis.

Table 3
Questionnaire Distribution and Return for each component of the population

Organisation	No. Administered	No. not returned	No Returned	Invalid
Bayelsa Sate Ministry of Agriculture	51	2	49	1
Bayelsa State Hospital Management Board	194	3	191	1
Bayelsa State Ministry of Environment	86	1	85	
Aqualina Water Yenagoa	8	-	8	1
Biedomo Premier School Yenagoa	9	1	8	
Premium Trust Bank Yenagoa	3	-	3	
Total	351	7	344	3

Source: Fieldwork, 2024

5.2 Socio-demographic Characteristics of the Respondents

The Table 4 shows the percentage distribution of the sociodemographic data of respondents, ranging from gender, marital status, age range, educational qualifications, level of income, rank, department, and years of service. The data reveals there are more male respondents (61.3%) than female (38.7%). For marital status, the data shows that 52.2% of the respondents are single, making it the highest set, followed by the married (32.8%) and the divorced/separated made up 9.4% of the respondents, with the least (5.6%) being a combination of the widowed and complicated as indicated by the respondents who chose others as their option.

Table 4
Distribution of Respondents' Socio-demographic Characteristics

S/N	Demographic variables	Characteristics	Frequency (341)	Percentage (100%)
1	Gender	Male	209	61.3
		Female	132	38.7
2	Marital status	Single	178	52.2
		Married	112	32.8
		Divorced/ Separated	32	9.4
		Others	19	5.6
3	Age range	18-27	53	15.5
		28-37	130	38.1
		38-47	127	37.2
		48yrs and above	31	9.1
4	Educational Qualifications	FSLC	30	8.8
		WAEC	87	25.5
		OND/NCE	110	32.3
		HND/BSc	98	28.7
		Postgraduate	16	4.7
5	Level of income per annum	120,000 - 600,000	103	30.2
		601,000 - 1,200,000	102	29.9
		1,201,000 - 1,800,000	100	29.3
		1,801,000 - 2,400,000	31	9.1
		2,401,000 - above	5	1.5
6	Type of organisation	Public	322	94
		Private	19	6
7	Rank	Director cadre	7	2.1
		Administrative officer	99	29
		Executive officer	130	38.1
		Clerical officer	67	19.6
		Auxiliary officer	38	11.1
8	Unit or department	Administrative	89	26.1
		Human resources	78	22.9
		Records	45	13.2
		General service	103	30.2
		Registry	26	7.6
9	Years of service	1-5	122	35.8
		6-10	108	31.7
		8-12	58	17
		13-17	30	8.8
		18-22	15	4.4
		23-above	8	2.3

Source: Field Survey (2024)

The data on the age range of the respondents show that 9.1% of the respondents are 48yrs and above, 15.5% are 18-27yrs, 37.2% are 38-47yrs, while 38.1% are 28-37yrs. This showed the average age of the respondents around 37/38yrs, which is within the active labour age in Nigeria, meaning that Bayelsa state have an active labour force. For educational qualification, the data reveals that more of the respondents (32.3%) are ND/NCE holders, followed by HND/BSc holders (28.7%), WAEC holders (25.5%), FSLC (8.8%), while the least are the postgraduate degree holders (4.7%). The data on level of income indicates an average annual income of the respondents around ₦1,440,000, as those who earns between ₦120,000-₦600,000 made up 30.2%, those earning ₦601,000-₦200,000 are 29.9%, ₦1,201,000-₦1,800,000 made up 29.3%, while 9.1% of the respondents indicated to be earning ₦1,801,000-₦2,400,00. Finally, those who earn ₦2,400,000 and above are just 1.5% of the respondents. More so, majority of the respondents work in the public organisation (94%) while 6% works in the private sector. Observing the occupational ranks distribution of the respondents, 2.1% are at the director cadre, Auxiliary officers make up 11.1% of the respondents, clerical officers (19.6%). Administrative officers make up 29%, while the highest is the executive officers who make up 38.1% of the respondents. The respondents in the administrative department make up 26.1% of the respondents, 22.9% are in human resources department, 13.2% in records unit, 30.2% in general service department, while 7.6% are in registry unit. Lastly, only 2.3% of the respondents have more than 23yrs of active service experience, while 4.4% have 18-22yrs experience, 8.8% - 13-17yrs, 17% - 8-12yrs, 31.7% - 6-10yrs, while majority of the respondents had the least years of experience (1-5yrs). Nevertheless, generally, the years of experience of the respondents was still relevant enough for their participation in the study.

5.3 Research Question One

How does the size of workforce influence the performance of organisations in Bayelsa State?

The observation from the Table 5 is that size of workforce does not independently determine the performance. This is because the respondents disagreed that Large number of workforce leads to higher performance (mean = 2.08), and that for greater performance, organisations needs to recruit more personnel (mean = 2.24). Nevertheless, they agreed that organisations often experience low performance due to insufficient personnel (mean = 2.83), that higher workload leads to stress on the staff and consequently reduce performance (mean = 2.85), and that small number of workforces leads to management efficiency and increased performance (mean = 2.82). If, organisation experience low performance due insufficient personnel, and higher workload leads to stress and consequent reduction in performance, it therefore suffices to say that there is a relationship between size of workforce and performance but the direction of impact is what should be determined by further analysis, especially as the respondents asserts that large number of workforce does not equal higher performance. The responses from the interview echoes exactly the same response from the questionnaire data as seen below:

> …it's not necessarily about how many staff, but how many efficient staff. (Respondent G, female, 31yrs, Admin officer, private sector).
>
> …there are times some teams performs better than teams with higher number of workforce. So, I think is not only about number. (Respondent H, male, 41yrs, Director, private sector).
>
> …if there is anywhere number determine performance, it's not where I work. There are staff that are just numbers, so that whether they work or not, at the end of the month they are paid and nobody does anything about it because they have Abraham up there. So, can you count those ones as people that will make size of workforce meaningful? (Respondent C, female, 33 yrs, Executive officer, Public sector).

Table 5
The Descriptive Statistics on the Influence of Size of Workforce on Organisational Performance

Items	"SA" "Freq."	"A" "Freq."	D "Freq."	SD Freq.	Total	Mean	Standard Deviation	Remark
Large number of workforce leads to higher performance	39	60	130	112	341	2.08	.98	Disagreed
For greater performance, my organisation needs to recruit more personnel	59	66	115	101	341	2.24	1.06	Disagreed
My organisation often experience low performance due to insufficient personnel	101	130	60	50	341	2.83	1.02	Agreed
Higher workload leads to stress on the staff and consequently reduce performance	89	142	80	30	341	2.85	.91	Agreed
Small number of workforce leads to management efficiency and increased performance	115	105	67	54	341	2.82	1.07	Agreed
Grand Mean						2.56	1.01	Agreed

Source: Field Survey (2024)
LEGEND: *4.00-2.50= Agreed: 2.49-1.00= Disagreed*

5.4 Research Question Two

How does interference on the recruitment and selection of personnel affect the performance of organisations in Bayelsa State?

Table 6
The Descriptive Statistics on the Effect of Interference on Recruitment/Selection of Personnel on Organisational Performance

Items	SA	A	D	SD	Descriptive		
	Freq.	Freq.	Freq.	Freq.	Total	Mean	Standard Deviation	Remark
The human resource department conduct recruitment in my organisation without any form of interference	35	55	141	110	341	2.04	.95	Disagreed
Political interference in the process of recruitment in my organisation negatively affects the recruitment of best candidate	105	114	63	59	341	2.78	1.07	Agreed
Recommendations from religious organisations have affected meritocracy in the recruitment process	111	125	57	48	341	2.88	1.02	Agreed
Hitches arising from preferential treatment in the recruitment process often affect output in my organisation	89	142	78	32	341	2.84	.92	Agreed
To increase performance, recruitment must obey the principle of meritocracy, even with the recommended candidates	135	95	62	49	341	2.93	1.07	Agreed
Grand Mean						2.69	1.01	Agreed

Source: Field Survey (2024)
LEGEND: *4.00-2.50=* **Agreed:** *2.49-1.00=* **Disagreed**

On how interference on the recruitment and selection of personnel affect the performance of public and private organisations, there is a high agreement that interference into the recruitment and selection process affects performance. This is because, the respondents disagreed that the human resource department conduct recruitment without any form of interference (mean = 2.04) and agree that political interference in the process of recruitment in negatively affects the recruitment of best candidate (mean = 2.78), that recommendations from religious organisations have affected meritocracy in the recruitment process (mean = 2.88), hitches arising from preferential treatment in the recruitment process often affect organisational output (mean = 2.84), therefore, to increase performance, recruitment must obey the principle

of meritocracy, even with the recommended candidates (mean = 2.93).

Interestingly, responses from the interview agrees to high interference on the recruitment process of both the public and private sector organisations and its negative influence on the recruitment of capable candidates and on performance. Nevertheless, many of the private sector respondents pointed out that they contract out their recruitment process in order to reduce the level of interference on the process.

5.5 Research Question three

How does the influence of personnel recruitment on organisational performance differ in organisations in Bayelsa State?

Table 7
The Descriptive Statistics on the Influence of Personnel Recruitment/Selection on Organisational Performance

Items	SA	A	D	SD	Descriptive		
	Freq.	Freq.	Freq.	Freq.	Total	Mean	Standard Deviation	Remark
The principle of meritocracy increase performance in private organisations than public organisation	112	140	54	35	341	2.96	.95	Agreed
Political interference is experienced more in the recruitment process of public organisations	100	119	60	62	341	2.75	1.07	Agreed
Transparency in the recruitment process is more in the private organisation than in the public	98	135	57	51	341	2.82	1.01	Agreed
Incompetent personnel can be recruited in the public organisation due to boycotting of some recruitment process	89	142	78	32	341	2.84	.92	Agreed
Competence appraisal is more effective in improving performance in private organisation than in public	97	133	62	49	341	2.82	1.00	Agreed
Grand Mean						2.84	0.99	Agreed

Source: Field Survey (2024)
LEGEND: *4.00-2.50=* **Agreed:** *2.49-1.00=* **Disagreed**

Comparing the role of personnel recruitment on the performance of organisations, it is observed that the principle of meritocracy increases performance in private organisations than public organisation (mean = 2.96), Political interference is experienced more in the recruitment process of public organisations (mean =

2.75), Transparency in the recruitment process is more in the private organisation than in the public (mean = 2.82), Incompetent personnel can be recruited in the public organisation due to boycotting of some recruitment process (mean = 2.84), and competence appraisal is more effective in improving performance in private organisation

than in public (mean = 2.82). Therefore, it can be concluded that the recruitment process of the private organisations studied can yield more positive impact on their performance than in the public organisations.

The data from the interview agrees with the questionnaire data, in that the respondents agreed highly that the private sector organisations still consider personnel quality in the recruitment process than in the public organisations. Quizzed on their view about the recruitment processes of their organisation and the perceived consequences on performance, the following excerpts shows both the private and public organisations average responses respectively.

…well my organisation is a one man business, so it is as the owner wants it. It's not like they are 'perfect', 'perfect', sometimes they still favour relations or so, but they still try to ensure whoever is employed does his or her work…

…if opening new branches is good performance, if being able to pay staff at when due is good performance, if having satisfied customers is good performance, then I can say the staff as well as the organisation is doing well. (Respondent I, male, 46yrs, Admin officer, private sector).

…I can only remember once that my MD brought a man without passing the normal recruitment process, and we later found out he was from his (the MD) pastor. Nevertheless, the man was qualified for the position he was given and is till effective at his job till date. So yes, I can say that my organisation is performing and our recruitment process is in good shape. (Respondent F, female, 50 yrs, Executive officer, private sector).

…everybody knows that the recruitment into public service in Nigeria goes with the political system. So what is going on with the recruitment in my organisation is just a reflection of what is going on in Nigeria as a whole. In essence, there is need to restructure the public sector and its recruitment process, if we are interested in improving performance (Respondent J, female, 33 yrs, Executive officer, Public sector).

…the public service is a representation of Nigeria as a whole, the recruitment process cannot be like in private sector, because some factors are in play here. There are some recruitment policies like that around the federal character principle, that may not allow meritocracy to hold. For instance, if the only person a state produces for a position is not capable of occupying the position but has the certificate qualifying him for that position, what do you do? These are questions begging answers from Nigerians (Respondent K, female, 29 yrs, Admin officer, Public sector).

5.6 Discussion of Findings

5.6.1 Size of Workforce and the Performance of Organisations

The findings on size of workforce and its influence on organisational performance indicates that the size of workforce does not independently determine the performance of the organisation. This is because, the study finds that large number of workforces does not lead to higher performance; and that greater performance, is not always a result of recruiting more personnel. Yet, it is also observed that organisations often experience low performance due to insufficient personnel, that higher workload leads to stress on the staff and consequently reduce performance. But interestingly, it is seen that small number of workforces leads to management efficiency and increased performance. Therefore, it suffices to say that organisations with small workforce will be more effectively managed, leading to improved performance. But it follows to argue that larger organisations with proportionate management team will also record good performance, which still goes to say that size of workforce has a relationship with performance, as was confirmed by the hypothesis that there is a significant influence of size of workforce on organisational performance. Nevertheless, from the findings as described above, there is need to further review the relationship in order to find the other factors that react with the size of workforce to improve performance; and one of such factors could be management style.

5.6.2 Interference in the Recruitment of Personnel and the Performance of Organisations

Still assessing efficiency in the process of recruitment and selection in order to determine influence on performance, the study explored interference in the recruitment and selection process. This revealed that the human resources department most of the time have external influence on who is selected at last. This interference is mostly political and religious, which have affected meritocracy in the recruitment and selection process. It is also observed that this interference results in hitches occasioned by preferential treatment that end up employing unqualified candidates, and this hitches often result to low organisational output. It is also observed that one of the ways especially the private organisation reduces the rate of interference is by contracting out their recruitment process. Therefore, it is concluded that interference in the recruitment and selection process influences the performance of organisations. So, for performance to improve, the recruitment and selection process, even with recommended candidates should adhere to the principle of meritocracy.

5.6.3 Differences in the Role of Personnel Recruitment on Organisational Performance in Organisations

The comparison of the role of personnel recruitment on organisational performance in organisations, is in reaction to the fact that previous studies (Akpomuvire, 2005; Okolo, 2012; Simon, 2014; Joy, et al, 2015; Bartoli and Blatrix, 2016) have concentrated their inquiry on public organisations, which denied knowledge into the relationship between recruitment and selection process and organisation performance. Therefore, this comparison has bridged this gap by revealing that the positive influence of personnel recruitment and selection is higher in the private organisation than in the public organisation.

This is so because the principle of meritocracy was found to increase performance in private organisations than in the public. Political interference is experienced more in the recruitment and selection processes of the public organisations, which leads to the selection and appointment of less qualified candidates and raises hitches in the production process and consequently reduces output. Competence appraisal is also observed to be more effective in improving performance in the private than in the public organisations.

6. CONCLUSION AND RECOMMENDATIONS

Therefore, it holds true to conclude that the role of personnel recruitment and selection is more positive in influencing organisational performance in the private organisation than in the public. This goes to confirm the observation on the place of efficiency in the process of recruitment and selection, as the difference between the public and private organisations' recruitment process have been observed to be in the level of efficiency. While the private organisation strive towards efficiency, the public organisations are more influenced by political and religious interferences, which most of the time lowers the level of transparency and maintenance of the principle of meritocracy, and consequently introduces unqualified and incapable candidates into the job position, and ultimately reducing output and performance. The study thus recommends that organisations should carefully assess their workforce size in relation to their management capacity. Policymakers and HR departments should work together to determine the optimal workforce size for effective management, considering industry-specific factors.

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