



## Recruitment and Selection Processes in Public Service Organizations: Rivers State Experience

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**Abstract:** This study examines recruitment and selection processes in public service organizations: Rivers State Experience. The problems caused by poor recruitment and selection processes have occupied the front burner of public discourse in recent time. This is due to the fact that governance have been privatized, personalized, recruitment and selection processes in public service organizations is currently mired by irregularities and unfair approaches. Mixed method was utilized with survey research design in this study. The population of the study is 1,979 for both organizations that were selected for the study, Rivers State Waste Management Agency (RIWAMA) which is state public sector and Nigerian Ports Authority (NPA) which is Federal public sector. However, Rivers State Waste Management Agency (RIWAMA) has 654 population and Nigeria Ports Authority (NPA) 1,325. Taro Yamane's formula was used to determine the sample size from the population which gave us 399 (three hundred and ninety nine) respondents for both organizations. Questionnaires were correctly filled and returned for analysis using SPSS 12 version. Descriptive statistics were used to interpret data on the socio-demography characteristics of respondents, while tables, percentage were used to present the result for clarity and better understanding. Multi-stage sampling techniques (including systematic sampling and simple random sampling) were used in this study. Findings of this study revealed among others that: the public sector organizations are bedevilled by political and ethnic appointments. Also, those suitable and qualified candidates are denied positions in line with political or ethnic affiliation, thus affecting efficiency and productivity of the organizations. Based on the findings the study recommended among others that: job trafficking that is gradually becoming a norm in the recruitment and selection processes into the Nigerian public service should receive a serious and urgent sanction. There should be a body and a law empowering such body to investigate and prosecute every recruitment malpractice. Such body should be involved in every recruitment to enable them get information about the processes.

**Keywords:** Recruitment, Selection, Organization, Public Service, Rivers State.

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## INTRODUCTION

The starting point in the realization of optimum productivity in organizations especially

public service organization is by ensuring that only candidates, who have requisite skills that can impact positively on productivity, pass through the

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recruitment panel of organizations. In recent past however, this had not been achieved. One of the major problems facing organizations, including public service organizations in Nigeria is how to recruit competent staff and proper matching of the employee's talents to his job to achieve optimum productivity in organizations. A lot of public service organizations have gone moribund because of the recruitment of incompetent personnel and the improper matching of employee's talents to organizational needs (Ekpényong, 2007).

As important as staff recruitment is to the successful realization of competent workforce in the organizations, organizations do not have the same strategies put in place to get the job of recruitment done. Nigerian Ports Authority as the case may be in many other public sectors is believed to have complex institutional and recruitment challenges. Recruitment of personnel in Nigerian Ports Authority is always carried out through the backdoors which has brought incompetent workers into the organization and has affected productivity on yearly bases (Ogunsiji and Ogunsiji, 2011).

According to NBS (2018), the Nigerian Ports Authority's total revenue for 2017 fiscal year was #299.56bn, the 2017 revenue exceeded the previous year's #162.20bn by 84.65 percent and was the highest generated by the organization in the past five years. This was as a result of lack of strategic recruitment of personnel's which impacted negatively on revenue generation for the government. Rivers State Government has cried out to the general public how millions of naira has been allocated to Rivers State Waste Management Agency (RIWAMA) and Port Harcourt and its environs are still dirty and unclean. The government of Rivers State is worried and perplexed on the unfortunate development that has necessitated researches and questioning into the activities of the agency recently.

Olian and Rynes (1984), posit that because of differences in organizations strategies in terms of who to recruit and how to go about the recruitment and placement exercise, it necessitates that organizations should more often assign different degrees of interest to staff recruitment and placement. Recruitment based on informal relationship which is a challenge and has been responsible for the poor performance of most public organizations to achieve their desired goals and objectives. To prevent this, organizations expend resources evolving mechanisms that would make the job of recruitment and placements of employees accomplish the organizational goal of productivity. Despite such measures, the problems still persist as incompetent personnel manifesting poor service delivery, staff turnover, low morale and

inappropriate or lack of motivation to ginger productivity. Unfortunately, some organizations pay more attention to factors like money incentives, and physiological factors without giving much attention to the recruitment, and placement of their working force which is very vital.

Today, some of the staff being recruited into the public sector organizations are kits and kin of the power that be. However, they are recruited under what some experts called patron-client syndrome or through political patronage. When these categories of staff are attracted into the organization, loyalty, commitment and productivity will not be guaranteed. As a matter of fact, goals and the policies being embarked upon may likely suffer. Chukwuka (2010), put it that a well-articulated recruitment and placement of qualified staff will lead to increase in productivity, heightened morale, reduced supervision, increased efficiency, effectiveness, organizational stability and flexibility.

The patron-client syndrome earlier noted also affects promotion and performance in the public organizations. If such staff is unjustifiably promoted without due process or merit, those that are left behind in the entire process will show less commitment to duty. This scenario will not only affect the staff, but also the organizational productivity. Studies have shown that these factors influence recruitment and placement in Nigerian public sector organizations negatively. For instance, Briggs (2009a), noted that Nigerian public organizations are faced with recruitment and placement problems that have affected their service delivery.

Briggs (2009b), claims that the problems include increasing pressure for employment from applicants, emphases on connections like "man know man", lack of sources of locating the potential applicants, invalid standards for evaluating job candidates and lack of administrative machinery that emphasize on training and motivation. These problems have created difficulties for public organizations to appoint the right persons for the right jobs. Also, Fagbemi (2010), argued that Nigerian public organizations are confronted with two motivational problems. The first is lack of proper job matching, and the second is inadequate remuneration and other conditions of service. He summarized that these two problems including others are contributing to poor qualitative performance and low productivity in public sector organizations today.

Again, many scholars such as Nyamupachari (2010b), studied recruitment process, and the heart of human resources management. It is important to

state that, other researchers have studied on the impact of recruitment and placement strategies on the productivity of organizations, socio-cultural values and recruitment policy and recruitment and quality academic staff selection.

(Ggerevbie, 2009; Ome-Egeoun, 2007; Gberegbe, 2004b). Ofoegbu (1995), also studied personnel recruitment and management. But few if not any work has been done on the role of recruitment and selection processes on public service efficiency in Rivers State, Nigeria.

It is pathetic to note that irrespective of how laudable the programme of the government is, it will remain a ruse or non-achievable without proper staff recruitment, selection and placement. This implies that manpower needed in the running of government machinery must be well recruited to meet the needs of the people. The logical and pertinent questions remains: Why must recruitment and selection processes in public service organizations very crucial exercise? To what extent does recruitment and selection processes in public service organizations in Rivers State enhance service delivery? How deeply have issues surrounding recruitment and selection processes handled in public service organizations in Rivers State? For any organization to achieve its goals, the principles and processes of recruitment and selection must be done efficiently and effectively. It is important to know that organization's capacity is defined to a large degree, by its workforce's capacity. Globally, workers are beginning to realize that a smart workforce rather than capital is the secret to an organizational success (Flippo, 1984). This study sought to provide answers to the above questions and more that are salient to the entire research which investigate recruitment and selection processes in public service organization: Rivers State experience.

## OBJECTIVES OF THE STUDY

The main objective of this study is to examine recruitment and selection processes in public service organizations: Rivers State experience. To achieve the objective of this study, the following research questions were formulated:

- To what extent does strict observation of recruitment and selection processes in public service increase service delivery in Rivers State, Nigeria?
- Does ethnic politics influence recruitment and selection process in public service efficient delivery in Rivers State, Nigeria?

## CONCEPTUAL CLARIFICATION

**RECRUITMENT:** Recruitment is an important process in the success of any organization. It

involves a number of issues which includes the determination of the projected number of positions to be filled in an organization. This is on the basis of required number of personnel, needed in the organization and the personnel department has the support and expertise of employment specialist who is expected to assist the recruiting officer with the procedure in order to ensure that the management is making wise decision in the recruitment processes.

Recruitment is two-way traffic; it takes a recruiter and a "recruitee". Just as the recruiter has a choice of whom to recruit and whom not, so also the prospective employee has to make the decision if he/she should apply for that organization's job. The individual makes this decision usually on three different bases, the objective factor, critical contact, and subjective factor (Belling, 1998). There is no general procedure for hiring new personnel which is applicable to all organization. Each organization has "tailor-made" procedures which bring it the desired quality and quantity of manpower at the minimum possible cost. The most commonly adopted practice is to centralize the recruitment and selection function in a single office. All employment activities should be centralized if the policies of the top management are to be implemented consistently and efficiently (Okere, 2013). This centralized department is generally known as the "Employee-office, or the recruitment section". The office is concerned with the following functions:

- i. Establishing employment standards.
- ii. Making initial contact with prospective employee,
- iii. Conducting final interviews,
- iv. Employment testing,
- v. Conducting physical examination,
- vi. Filling out necessary forms and record keeping,
- vii. Introducing the employee to his superiors,
- viii. Following up the employment procedure.

In Titilola (2013) and Djababtery (2012), recruitment is seen as the process of actively identifying potentially qualified employee and encouraging them to apply for position in the organization. Gomez-Mejia, Balkin and Candy (2012), also described recruitment as the process of generating a pool of qualified candidates for a particular job. According to Ulasi (2011), the main purpose of recruitment is to provide an organisation with a pool of potentially qualified candidate to select from.

## SELECTION PROCESSES

Selection processes is the second step in the process of man power planning and acquisition (Zirra, *et al.*, 2017). After prospective applicants

have been recruited, a systematic effort is made to identify the most suitable candidates to fill identified position. Fashoyin (1980), sees selection as a scientific process, which involves certain carefully chosen criteria allowing for employment of workers. The ultimate objective is to screen as many applicants as necessary to select one whose qualifications fit the job requirements most closely. Mirza (1998), opines that the aim of selection is to determine whether the potential employees possess the characteristics that are important for successful performance. Selection according to Fatiregun (1992), is the process of shifting applications to get the best candidate. According to Pigours and Myres (1973), "each employee is endowed with motives that are temporarily dormant but when energized, may be more powerful than any externally imposed control". They maintain that human beings vary on every dimension we can measure, their physical, psychological, emotional and behavioural characteristics. Any individual that applies for a job is a unique combination of these characteristics and no two people are exactly the same. The human resources manager's job is therefore to correctly assess what characteristics are important for some particular position. Davis (1990), in his opinion posits that the term selection relates to the individual differences which include the following broad headings; physical, mental and emotional. These give us specific factors to examine when we try to fit a man to a job. Intelligence personality, sociability, educational background and so on.

Again, Onwuchekwa (2004), in his opinion sees selection as the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions. We notice that this definition focuses on selection decision on whom to hire must be made efficiently and within the permitted legislative boundaries. In this vein, Ekpenyong (2007), argues that selection is the process of altering and bringing in new members into the organization. It is clearly tied-up with adaptation process. According to him, all organizations must establish viable links with the environment. Therefore, prior to recruitment and selection, personnel exist in the environment as pools of resources waiting to be tapped and it is the duty of any organization to develop adequate mechanism for tapping the important resources. These mechanisms according to Ajia (2008), include;

- i. The establishment of strategic direction of the organization and human resource plan.
- ii. The establishment of a selection system that is congruent with organizations vision, mission, values, and cultures.

- iii. The establishment of congruence with legal requirements.
- iv. The establishment of sound selection policies and procedure
- v. Finally, the involvement of key department as appropriate.

Selection is all about reaching a decision on whom to select. It focuses on "can do factor" for example, knowledge, skill, aptitude in arriving at predictor of performance. For instance, asking an application for the position of accounts officer to develop procurement and supply procedure with a supplier that would eliminate the supply of fake parts or over-invoicing, or testing him to initiate a system of procurement and supply of diesel or gas with dealers at reasonable cost and at the same time hinder drivers from buying adulterated gas. "Will do factors" focuses on issues like motivation, interest and personality characteristic of applicants.

### **THEORETICAL FRAMEWORK**

For the purpose of this research work, we explain and adopted System Theory as propounded by Niklas Luhmann (1979). The major proponents of this theory among others are David Easton (1959), Katz and Kahn (1966), Robert Ghin (1969), and Talcott Parsons (1951), but the study adopted System Theory as propounded by Niklas Luhmann (1979), as theoretical framework for this study. Luhmann saw social system as functional units, whose survival and continuous existence largely depend on the relationship of individual units. Again, the entire social system occurs in an environment that is multi-dimensional, creating imaginable ceaseless entanglement that the system must deal with. According to Akikibofori (2018), for a social system to survive in a harsh environment the social system must put in place an appliance for controlling the harshness, else the system will blend with the environment. These appliances concern choosing approaches and methods for controlling complication. This alternative brings into being a circumscription by a system and its environment, thus letting the system continue the correlation process.

The central occupational precondition in Luhmann's investigation is the commitment to curtail the complication of the environment in connection with system of interrelated actions (Turner, 2013). It focuses on complexity and interdependence. It describes a phenomenon be it physical, biological or social, it conceived as an organized structured which is functional and identifiable through interrelated parts or sub-systems. A System Theory is delineated by identifiable boundaries from the supra-system (the environment) which it embedded. Thus, a system is

situated within a larger context and environment with which it engages that involves inputs and outputs process which can be schematically represented.

According to Haralambos and Holborn (2007), a system is an entity made up of interconnected and interrelated parts. Each of these roles is necessary for the continuation of the whole and the parts. Most often, these roles are not complementary. It may be negative, where it is negative, it means that the parts are working at cross-purposes with each other and they become counter-productive for the maintenance of the whole. The parts of a system will act to maintain their interdependence while the whole will act to integrate the system.

To apply the above system theory to this study, it is glaring that the theory has a strong emphasis on the pluralistic nature of public sector. As a tool of analysis, it interprets and explains the widest facts and practices in public sector, where rules and procedures are used in deciding the applicability to a particular situation. To demonstrate the relevance of this theory as regards Nigerian Ports Authority (NPA) and Rivers State Waste Management Agency (RIWAMA) in areas of staff recruitment, it seems to be a correct and appropriate analytical foundation that viewed public sector organizations as a system which is influenced by both internal and external forces of the environment. A system theory in its interrelatedness links input and conversion process into the final stage as output within the whole system.

In another development, conversely, in Nigerian Ports Authority (NPA) and Rivers State Waste Management Agency (RIWAMA), the behavioral expectations of both workers and their management personnel as well as those of the government officials are naturally different. Most often, the actors who are in a position to recruit staff, will not be necessarily consistent or in conformity with procedures and methods used in employing applicants in official positions. It implies that favoritism, cognitive syndrome, political influence, and other unethical practices become a *sine-qua-non* when the issue of staff recruitment is to be made. It is unthinkable that a clerk in the office will address his superior officer in a rude manner because of the kind of recruitment and selection processes that brought him/she into the organization.

This work therefore adopted the System Theory because it is more holistic, broad, and the topic being discussed can only be properly situated within its theoretical foundation. Strategic

recruitment is performed ideally by Human Resources Department of an organization. Who are concerned with strategies organizations adopt to recruit and retain efficient workforce in order to increase performance. The achievement of the overall objectives of the organization guarantees the continued existence of the departments and the organization in the system. In an ideal public sector organization, bureaucratic system is functional and there exist many departments, such as, finance department, transportation department, human resources department, administrative department, among others. These departments depend on each other to perform their duties efficiently in order to achieve the objectives for which the organization was established.

The researchers suggested that the application of system theory to the area of study of this work will provide a foundation in which procedural principles in staff recruitment and selection pattern are used. However, system theory in this work tried to link the processes that are involved before final offer of appointment such as recruitment (written application), selection (testing) and placement (screening) into a system. In doing this, the prospective employees who form the input will act in a manner consistent with public interest; due process will be restored in public service and mediocrity in appointment will vanish without delay, positioning public service organizations in their peculiar characteristics will be achieved.

## **METHODOLOGY**

### **Research Design**

The quantitative (survey research design) and qualitative designs were concurrently adopted for easy collection, integration and analysis of the data. The mixed design was appropriate for non-experimental studies of this nature that was intended to describe reality (Nigel, Fox & Hunn, 2009). It enables frequent collection of data as well as relating it to the attitude, behaviour and/or conduct of the targeted audience each time. Additionally, it gives opportunity to select the audience and focus randomly.

### **Population for the Study**

The total population in the two organizations (Rivers State Waste Management Agency and Nigeria Ports Authority) stood at 1,979 (one thousand nine hundred and seventy nine). Nigerian Ports Authority has a population of 1,325 (one thousand three hundred and twenty five) (Source: Head of Human Resources Department of the organization).



Rivers State Waste Management Agency 654 (six hundred and fifty four) (Source: Head of Human Resources Department of the Organization).

**Sample Size and Sampling Techniques**

Taro Yamane’s formula was used to determine the sample size, and it stood at 399. For a satisfactory study, the researcher adopted a multi-stage sampling technique (including systematic sampling and simple random sampling). This is necessary because the distribution of the population is so complex that the researcher needed more than one sampling techniques to select the sample. In the first stage: Purposive sampling technique was used to select two organizations on the criteria of public service organization because they render service to the general public, and it will be easy to measure productivity (Rivers State Waste Management Agency – RIWAMA and Nigerian Ports Authority (NPA).

**The Second Stage:** In order to draw the respondents to be administered questionnaire on, simple random sampling technique was adopted. This method ensured that equal selection chance was given to each of the workers in the chosen organizations included in the sample. The simple random sampling is probability sampling in which a unit is selected for observation based on its correspondent with the aid of sampling frame (list of workers) and table of random numbering were utilized which helped the researcher to generate the samples size. Hence, 132 were the actual respondents selected for RIWAMA, 267 respondents from NPA.

**Methods of Data Analysis**

The retrieved copies of questionnaire were subjected to numerical strength using likert scale rating Strongly Agreed, Agreed, Disagreed, and Strongly Disagreed. The Statistical Package of Social Sciences (SPSS) 12 version was used to analyze the

data. Descriptive statistic was used to interpret data on the socio-demographic characteristics of respondents, while percentages were used to present the result.

**RESULTS AND DISCUSSION**

**Socio-Demographic Characteristics**

The socio-demographic characteristics of the respondents are shown in Table 1with analysis on age, gender, marital status, academic qualifications and work experience. The table shows that the age range profile of the respondents indicates that 15(4.7%) of the respondents were below 20 years, 626 (29.9%) were between 21-25 years, 107 (33.8%) were between 36-30 years, 83 (26.2%) were between 31-40 years while 50 (15.8%) were between 41 years and below. This indicates that most of the respondents were between 26 and 40 years.

Further, the table shows that 205 (64.7%) of the respondents were male respondents while 112 (35.3%) were female respondents. In the table, it is indicated that 192 (60.6%) of the respondents were singles, 129 (33.3%) were married while 18 (17.5%) were either separated or divorced. For academic qualification, 12 (3.8%) of the respondents had first school leaving certificate (FCLC) as highest qualification, 64 (20.2%) possessed OND and equivalent as their highest academic qualification, 111 (35.0%) had HND/B.Sc qualification, 63 (19.9%) had Masters while 67 (21.1%) had other form of qualifications.

Again, the table shows the job experience of the respondents, that 18 (5.7%) have 1-5 years of experience, 53 (16.7) had 6-10 years working experience, 108 (34.1%) had 11-15 years working experience, while 138 (43.5%) had 16 years and above working experience. This suggests that most public sector workers stay long on their jobs.

**Table 1: Socio-demographic Characteristics**

Variables	Group	Frequency	Percent	Valid Percent	Cumulative Percent
Age	Below 20 Years	15	4.7	4.7	4.7
	21- 25 years	62	19.6	19.6	24.3
	26 – 30 years	107	33.8	33.8	58.0
	31- 40 years	83	26.2	26.2	84.2
	41 years and above	50	15.8	15.8	100.0
	<b>Total</b>	<b>317</b>	<b>100.0</b>	<b>100.0</b>	
Gender	Male	205	64.7	64.7	64.7
	Female	112	35.3	35.3	100.0
	<b>Total</b>	<b>317</b>	<b>100.0</b>	<b>100.0</b>	
Marital status	Single	192	60.6	60.6	60.6
	Married	113	35.6	35.6	96.2
	Separated	12	3.8	3.8	100.0
	<b>Total</b>	<b>317</b>	<b>100.0</b>	<b>100.0</b>	

Variables	Group	Frequency	Percent	Valid Percent	Cumulative Percent
Academic qualification	FSLC-WAEC/NECO	12	3.8	3.8	3.8
	OND and equivalent	64	20.2	20.2	24.0
	HND/B.Sc.	111	35.0	35.0	59.0
	Masters	63	19.9	19.9	78.9
	Others	67	21.1	21.1	100.0
	<b>Total</b>	<b>317</b>	<b>100.0</b>	<b>100.0</b>	
Years of experience	1-5 years	18	5.7	5.7	5.7
	6-10 years	53	16.7	16.7	22.4
	11-15 years	108	34.1	34.1	56.5
	16 years and above	138	43.5	43.5	100.0
	<b>Total</b>	<b>317</b>	<b>100.0</b>	<b>100.0</b>	

Source: Fieldwork, 2022.

**Party Politics Prominent Role in Public Sector Organizations Recruitment:**

Table 2 analyzes responses on party politics Play Prominent role in public sector organizations recruitment. It can be observed that most of the respondents agreed that recruitment in public sector organizations based on party politics prominent role has as a mean score of 2.88 was obtained which thus shows the importance of recruitment on party politics. It was equally observed that during recruitment exercise the best candidate is not taken for a particular job based on a score of 2.87 while a positive response was given by the respondents that picking the right candidates who meet the requirements of the job is in the organization’s best interests is very difficult.

Majority of the respondents were also of the view that recruiting and selecting the best employees are necessities to keep them happy and satisfied at the organization and were mostly in agreement that the quality of human resource in an organization highly depends on the quality of applicants attracted with a mean score of 2.81 and 2.96 obtained respectively for the statements.

Most of the respondents disagreed that recruitment activities help organizations to appoint the best applicant with the right ability, temperament and willingness thus implying that not all employees are willing to work in the public sector but due to lack of job opportunities elsewhere as a mean of 2.27 was obtained.

However, there was a positive response that party politics has positive link with quality of personnel to be employed also agreeing that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime have substantial influence over the quality and type of skills new employees possess.

It was also discovered from the analysis that a positive response was provided by majority of the respondents on the statement that selection which is a part of recruitment was not properly followed in the organizations. From the foregoing, it can be deduced based on the responses that relationship exists between the role of party politics in public sector organizations recruitment and productivity.

**Table 2: Frequency and Mean Score to Responses on Relationship between party politics play prominent role in public sector organizations recruitment**

Item Statement	SA	A	D	SD	Descriptive			Remarks
					Total	Mean	Standard Deviation	
Recruitment is necessary to find high quality people that are suitable for the company organization at the lowest cost possible	162	34	41	80	317	2.88	1.28	Agreed
Appraising workers potentials during recruitment exercise ensures the best performers are taken for a particular job	176	16	32	93	317	2.87	1.35	Agreed
Picking the right candidates who meet the requirements of the job is in the organization’s best interests	130	69	56	62	317	2.84	1.16	Agreed
Recruiting and selecting the best employees are necessities to keep them happy and satisfied at the organization	116	74	79	48	317	2.81	1.09	Agreed

Item Statement	SA	A	D	SD	Descriptive			
					Total	Mean	Standard Deviation	Remarks
The quality of human resource in an organization highly depends on the quality of applicants attracted	138	73	61	45	317	2.96	1.09	Agreed
Recruitment activities help organizations to appoint the best applicant with the right ability, temperament and willingness	52	92	62	111	317	2.27	1.11	Disagreed
Quality recruitment has positive link with quality of service	125	126	32	34	317	3.08	.96	Agreed
Recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime have substantial influence over the quality and type of skills new employees possess	136	43	58	80	317	2.74	1.25	Agreed
Selection ensures the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy	126	71	43	77	317	2.78	1.21	Agreed

Source: Fieldwork, 2022; Cut-off point: 4.00-2.50= Agreed; 2.49-1.00= Disagreed

### Influence of Ethnic Politics on Strategic Recruitment and Low Productivity

The result in table 3 shows frequency and mean score to responses on whether strategic recruitment influenced by ethnic politics brings about low productivity. From the table it can be seen that recruiting based on ethnicity negates the principle of equality based on a mean score of 2.96 which indicates a general positive response. Respondents also agreed that recruiting on ethnic background leads to lack of professional diversity which implies that organizations must desist in using such strategy at recruiting employees. Although one can argue that it is a common phenomenon in most state-owned public organizations.

Furthermore, revelation was made from the responses that political interference in recruitment process affects employment of skill and talented

employees which is no doubt a common phenomenon in virtually all the state and federal government owned public organizations. With a mean score of 2.56, it can be deduced that most of the respondents agreed that organizational productivity is adversely affected when recruitment process is based on imposition of candidates by politicians while also agreeing that most candidates employed in public organizations through ethnic politics are not fit and qualified for the position (mean=2.92).

Respondents voiced that opinion by agreeing that they consider ethnic politics as factor affecting productivity in most public organizations (mean=3.09). In general, one can deduced based on the analysis in the table that strategic recruitment influenced by ethnic politics leads to low productivity.

**Table 3: Frequency and Mean Score to Responses on the Influenced on Ethnic Politics on Strategic Recruitment and Low Productivity**

Item Statement	SA	A	D	SD	Descriptive			
					Total	Mean	Standard Deviation	Remark
Recruiting based on ethnicity negates the principal of equality	126	113	25	53	317	2.98	1.07	Agreed
Recruiting on ethnic background leads to lack of professional diversity	136	43	58	80	317	2.74	1.25	Agreed
Political interference in recruitment process affects employment of skill and talented employees	89	142	41	45	317	2.87	.98	Agreed
Organizational productivity is adversely affected when recruitment process is based on imposition of candidates by politicians	96	79	48	94	317	2.56	1.20	Agreed



Item Statement	SA	A	D	SD	Descriptive			
					Total	Mean	Standard Deviation	Remark
Most candidates employed in public organizations through ethnic politics are not fit and qualified for the position	143	62	56	56	317	2.92	1.15	Agreed
I consider ethnic politics as factor affecting productivity in most public organizations	153	83	37	44	317	3.09	1.07	Agreed

Source: Fieldwork, 2022; Cut-off point: 4.00-2.50= Agreed: 2.49-1.00= Disagreed

## DISCUSSION OF FINDINGS

It has been observed from the study that qualifications and merit have been abandoned to who knows who in the recruitment process in the public service. And that the positive link between strategic recruitment and organizational productivity shows that proper placement of workers reduces employees' turnover, absenteeism and accident rates, and improves morals all of which have implications for overall employee performance and productivity in the organization. To a large extent, this findings is corroborated by Ejumudo (2011) who said that it is no longer in dispute that recruitment and selection exercise has been politicized with consequential and dysfunctional effects on the organizations and productivity, quality decisions, programme exercise and quality public service delivery is seriously reduced. Omeje and Ndukwe (2009) further say that, the politicization of recruitment is the unconventional practice of employing political interest by those in the public offices to fill existing and non-existing vacancies in the public service and without following due process. Recruitment and selection of employees provide an opportunity for the organization to present itself in a favourable light since a well-designed recruitment process and selection of qualified staff lead to increase in productivity of the organization. Again, the study found that the poor recruitment strategies used in the public service tend to affect their service delivery since poor recruits will lead to poor output while employment of none qualified candidates will result in low productivity.

Findings of this study also show that, the public organizations are bedevilled by political and ethnic appointments. And those suitable and qualified candidates are denied position in line with political or ethnic affiliation, thus affecting service efficiency, as well organizational productivity. According to Onwe, Aba and Nwokwu (2015) the most important step in the process of planning to encourage and attract a pool of talented candidate into any organization is to establish sound recruitment policies and procedure. It is quite clear that the scholars disagreed with the above finding. Recruitment and selection in any organization is a serious business as the success of any organization

or efficiency in service delivery depends on the quality of its workforce who is recruited into the organization through recruitment and selection exercises. In the private sector, recruitment exercise is a serious business as they aim to employ talented and skilled staff that will make them competitive, gain advantage over their rivals in terms of returns, service quality and higher customer patronage. The case is mostly not like that in public organizations, thus the issue of strategic recruitment process has become imperative even as the government since the democratic dispensation in 1999 under former President Olusegun Obasanjo attempted to put the public sector on the map of efficiency and higher productivity.

Study by Briggs (2007), have shown that though there are stipulated periods for recruitment and selection into the public service, these are often sidelined while noting the influence of culture and politics on the recruitment and selection process in public sector which are hampering the effectiveness and efficiency of the public organizations. It is important to know that recruitment and selection process are inseparable in that organizations evaluate the suitability of candidates for various vacant jobs. These they do by centralizing all employment activities and keep an update record of all improvement of the efficiency of the process through the review of the past activities. There have been various ways of conducting recruitment and selection exercise in which certain standards and requirements were set, so as to attract only the best qualified candidates for the vacant jobs. The goal of every selection exercise is to accurately determine the candidates that possess the knowledge, skills, abilities and other characteristics (KSNOs) that are necessary for one to perform in the job in question. The result greatly reveals that culture has influenced personnel recruitment exercises lack equity and transparency among organizations in Nigeria. The various research questions and objectives of study were exhaustively realised. This was justified in the findings of the result discussed.

## CONCLUSION AND RECOMMENDATIONS

Following a serious detailed investigation on the issue of recruitment and selection processes in public service organization: Rivers State

experience, it was deduced that the whole purpose of recruitment and selection processes is for an organization to attract and select individuals that will help to derive the goals and objectives of the organization. Also, a good recruitment and selection processes ensures conformity to legal requirements as dictated by the Labour Relations Act. However, the processes should be transparent and ensure privacy and observance of equal opportunity for all final selection. Finally, it is worth emphasizing that recruiting the right personnel will bring value to an organization and it will minimize expenses by recruiting workers at a large wage or salary that the organization can afford, this study therefore recommends thus:

- i. Job trafficking that is gradually becoming a norm in the recruitment processes into the Nigerian public service should receive a serious sanction. There should be a body and a law empowering such body to investigate and prosecute every recruitment malpractice. Such body should be involved in every recruitment process to enable them get information about the processes.
- ii. It is necessary to restructure the public service in such a way that best candidates are recruited from that state. The challenge of recruiting anybody that is recommended by a politician because that is the slot for their constituency should be discouraged, and jettisoned.

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