TITLE PAGE
THE EFFECTIVENESS OF RECRUITMENT, SELECTION AND PLACEMENT POLICIES OF ORGANIZATIONS IN NIGERIA
A CASE STUDY OF KANO

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CERTIFICATION

This research work has been read and approved as having met the requirement for the Award of B.Sc. Sociology, Faculty of Social Science Usmanu Danfodiyo University, Sokoto.

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DEDICATION

This project work is dedicated to Almighty Allah and His beloved Prophet Muhammad (SAW). My dearest parents Alh. Hassan Abdullahi, Hajiya Aisha whose days begins and ended with prayers for my much desired success which will Insha-Allahu surely came to past (Amin).

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ABSTRACT

Recruitments selection and placement function is an important task of personnel management. It is a function that determines who is employed and filled vacant position for the smooth running of the organization.

In Nigeria the recruitment, selection and placement function is not justly done because of the complex nature of the society. It is being influenced by such factors as tribalism, neporism, favourtism etc. The employee of every organization serve as the engine that regulate the activities of such organization and the quality personal is such organization determine the effectiveness of the organization. However, with poor recruitment, selection and placement of workers, most organizations are not performing up to expectation.

The research work has identified such factors e.g. religious factors, personal values, first impression, tribalism, nepotism etc. The influenced the recruitment, selection and placement functions and what management should do to dominate them if the organization interest will be considered first.

CHAPTER ONE: INTRODUCTION

1.0   INTRODUCTION

Organization is a group of people with different roles that are co-ordinate to achieve its overall goal and objectives.

Organization try to seek for people whose skills, talents, experiences and abilities meet their requirement in terms of the job. However, this can only by ensured through recruitment exercise selection and placement policies. The recruitments, selection and placement policies must be objective. Objectivity is a good issue but is hardly achieved in the ordinary course of discharging our daily duties because of so many factors ranging from nepotism, tribalism, favoritism etc.

The greatest asset to any organization is its human resources since it determine the output of the organization in relation to quality. Ideology success in any organization is determined by how well the human resource fits in their various positions. Organization is like a human being that has various parts that are interrelated and the mal functioning of one part affects the well being of the other parts. So, when the ineffectiveness of a policy on

say recruitment is not corrected in good time, then the whole system will be rendered useless.

1.1   STATEMENT OF RESEARCH PROBLEM

The effectiveness of the recruitment selection and placement policies of organization plays a vital role in promoting and supporting its growth and development this is because of clear cases in dailies posters etc and announcement we hear in Radio and Television seeking for applicants to apply for job vacancy. However, therefore clear cases where applicants complain of not been successful in recruitments exercise because they lack what Nigerians term as "God Fatherism" and other factors that are negative to rational behavior. The some factor is also affecting the selection and placement policies of organization as the three concepts are well interrelated. Also, there are various policies ranging from government policy, qualification requirement catchment areas etc which organization must abide by and which might sometimes be considered good but wrong in some situations or circumstances.

In many circumstances also, organization are negligent in their discharge of recruitment, selection and placement function because of their inability to subordinate their interest to that of the organization.

Situations were seen where people are being placed based ion informal relationship with functional managers, sectionalism, nepotism etc all in the name of inability of people to subordinate their interest to that of the organization. It has become difficult for people to shun such negative behaviours and it is done at the expense of the organization.

Every organization objective is achieved through quality human resources thus, the recruitment, selection and placement policies should be primal and well implement.

1.2   RESEARCH QUESTIONS

Following the objective of justifying. The effectiveness of the recruitment, selection and placement policies of organization in Nigeria, there are some research question that were considered in this study.

1. The factors that are affecting individual performance in an organization?

2. Are there relationships between the recruitment, selection and promotions in an organization?

3. The effect of individual performance or behavior on recruiting, selection and promotions policies in an organization?

1.3   AIMS AND OBJECTIVES

The overall objective of the study is to find out how effective the recruitment selection and placement policies of organization are in Nigeria.

Significantly, the study tries to show the extent to which factors such as qualification requirement, government policy etc has been wrongly perceived by individuals and organization.

The study tries to portray the need for effective recruitment, selections and placement policies in organization in order to achieve the organization objective.

Furthermore, the study tries to identify various factors that are social in nature e.g. tribalism, nepotism etc and their consequence to the effectiveness of recruitment selection and placement policies of organizations is Nigeria.

1.4   SIGNIFICANCE OF THE STUDY

The study tries to identify various social and personnel factors that have become part of individuals and there influence to the day activity and hold well practicing managers can get rid of such factors so as not to influence their decision. So it is important for managers to rein source on their behaviour in executing their recruitment, selection and placement function in their respective organizations. The study is also important to interested readers to know more about the recruitment, selection and placement policies of organization in Nigeria and prepare their mind in the area own interest.

Furthermore, the study will serve as a good base for further research on the effectiveness of recruitment, selection and placement policies of organization in Nigeria.

It is right to say that remain uncompleted because of some limitations. One of such limitations is the researcher not being a genius in terms of combating the problem that may arise from wrong perception,

since things might not necessarily be the way they are been perceived because of fundamental error of perception.

Also, most of the data the researcher would have got from organization will not be available as no organization will want to be associated with some act of informality and misdeeds and as such questions regarding such act will be shun and remain completely untreated or not answered.

1.5   SCOPE AND LIMITATIONS

The study is focused on the effectiveness of recruitment, selection and placement policies of organization in Nigeria. The study tries to cover the private sector such as the first and new generations' banks, production organizations such as coca-cola pic (Nigeria bottling company) textiles companies around Kano etc and the public sector such as ministry of education, labour and productivity. Power and steel, defence communication etc.

The study tries to examine a systematic approach used by organizations in Nigeria in order to execute the management function of

recruitment, selection and placement of workers and the extent to which these policies are effective to the overall attainment of the organizations human resources or personnel objective e.g. reduction in personnel turnover.

1.6 HYPOTHESIS

The hypothesis to be tested in this study by the researchers is;

H_0: The various factors that are personnel and social to an individual and their effect on recruitment, selection and placement in organizations.

H_1: The relationship between recruitment, selection and placement policies and workers productivity in organizations.

H_2: The extent to which recruitment selection and placement policies affects the human resource or personnel behavior and hence their productivity. Also how well are policies implemented in organization?

1.7   DEFINITION OF CONCEPTS

POLICIES: This is the way and manner that activities in organizations are standardized. It must be followed and violations of any will be strongly disapproved by members of the organization.

NEPOTISM: The act of doing things that are suppose to please the general society, but pleasing only family members at the detriment of the larger society.

FAVOURITISM: Doing things to people on favour such as relation to the elites or the riches, being friends for long etc.

GOD FATHERISM: A strong connection that connects one to an organization and will be favored in terms of benefits accruing from anything in such organization.

CHAPTER TWO: BRIEF HISTORY OF KANO STATE

2.0   INTRODUCTION

This chapter presents the brief history of Kano state, geographical name data for Kano state in Nigeria as supplied by the military intelligence in electronic format including the geographic coordinate and name in various forms Latin roman and native characters and it is location in its respective country administrative division.

Kano state is a state located in northwest Nigeria created on May 27th, 1967 from part of the Northern region, kano state borders Katsina state to the Northwest Jigawa state to the Northeast, and Bauchi and Kaduna state to the south.

2.1   SITE   AND   SITUATION   OR   LOCATION   AND
GEOGRAPHICAL FEATURES OF KANO STATE.

Kano is located between 12^0 00'N, $8^0$31E and 12.000^0N 8.517^0Kano is a city in Nigeria and the capital of kano state in Northern Nigeria in the sahelian geographic region south of the sahara. It is metropolitan population makes it's the second largest city in Nigeria. The kano urban

area covers 137 km^2 and comprises six local Government area Kano Municipal, Fagge, Dalla, Gwale, Tarauni and Nassarawa with a population of 2,163,225 at the 2006 Nigerian census, the metropolitan area covers 499 km^2 and comprises eight local government the six mentioned above plus Ungogo and Kumbotso with a population of 2,828,861 at the 2006 Nigerian census. The principles predominant of the city are the Hausa/Fulani people with other people like Yorubas, Igbo, Edo and many other ethnic groups from other parts of the country. As in most part of Northern Nigeria, the Hausa language is widely spoken in Kano. The city is the capital of the Kano emirate. The current emir, Ado Bayero, has been on the throne since 1963. The city is Mallam Aminu Kano international Airport, the main Airport saving Northern Nigeria, was named after politician Aminu Kano.

Kano state is a major commercial Centre located in the north of Nigeria with a 2008 project population of 10,013,224 (Based on the 2006 National population census) with an almost equal distribution male (51%) and Female (49%). Three quarters of the population living in rural areas. Administratively, the state is dividing into 44 Local Government Areas.

Religion and tradition has a high influence on the population, which is predominantly Muslim.

2.2   BRIEF HISTORY (SOCIAL, ECONOMY AND POLITICAL) OF KANO STATE.

In the 7th century, Dala hill, a residual hill in kano, was the site of Hunting and gathering community that engage in iron work, it is unknown whether these were hausa people or speakers of Niger Congo language kano was originally known as Dala, after the hill, and was referred to as such as late as the end of 15th century and the beginning of the 16th century by Bornoan sources.

The Kano chronicle identifies barbushe a priest of Dala hill spirit, as the city is first settler (Elizabeth Isichei notes that the description of Barbushe is similar to those of sao people. While small chiefdoms were previously present in the area, according to the Kano chronicle, Bagauda grandson of the hero Bayajidda become the first king of Kano in 999 reigning until 1063. His grandson Gijimasu (1095-1134), the third king,

began building city well at the foot of Dala hill. His own son, tsaraki (1136-1194), the fifth king complete them during his reign.

In the 12th century Ali yaji as king of kano renounce his allegiance to the cult of Tsumburbura, accepted Islam and proclaimed the sultanate that was last until it is fall in 19th century. The reign of Yaji ensure and era of the expansionism that saw Kano becoming the capital of a pseudo habe Empire.

In 1463 Muhammad Rumfa (resigned 1463-1499) ascended the throne. During his reign, political pressure from the rising Songhai Empire forced him to take to Auwa, the daughter of Askiya the Great as his wife she was later became the first female Madaki of Kano,Rumfa reformed the city, expanded sahelianGidanrumfa(Emir's palace) and played a role in the further Islamization of the city as urge prominent resident to convert. The Kano Chronicle attributes a total of twelve innovations to Rumfa.

According to the Kano chronicle, the thirty seventh Sarkin Kano (King of Kano) was Muhammad Sharef (1703-1731). His successor, Kumbaridansahrefa (1731-1743) engage in the major battle with Sokoto.

At the beginning of 19th century, Fulani Islamic leader usmandanfodio led a jihad affecting much of central Sudan, leading to the emergence of the Sokoto caliphate. In 1805 the late sultan of Kano was defeated by the jobe clan of the Fulani, and Kano becomes an emirate of the caliphate. Kano was the largestand most prosperous provinces of the empire, this was one of the last major slave societies, with high percentage of enslaved population long after the Atlantic slave trade had been cut off. HeinrichBarth, a German scholar who spend several years in Northern Nigeria in the 1850 estimate the percentage of slave in Kano to be at least 50 percent most of who live in slave village.

The city suffered famines from 1807 to 1810, in the 1830, 1847, 1855, 1873, 1884 and from 1889 until 1890 from 1893 until 1895, two rival claimants from the throne fought a city war, or Basasa with the help of royal slaves, Yusufu was the victorious over Tukur and claim the title of emir.

Socio-political and Economic

The socio-political lesson out of this historical event is the fact that Kanawa have long been political strategic and conscious of who should rule them. Then don't allow themselves to have an impose leader by any one irrespective of his socio-political status. The people of Kano always have a clever way of incapacitating any form of political imposition. For instance in this case of Madaki, then did not object the comforting kukuna and prevent him from entering Kano but when they meet him then show their stance by the living Madaki alone to face the situation which then they were sure of impossibility.

The similar situation occurred 356 years later in Kano, in 2007 but in a different form (indeed 'softener' form) when shekarau was elected by the people of Kano. However, this time around, the majority of Kano electorate collected "Tsari" (political jargon for election bribe) from politicians who then regarded perhaps as thieves or incapable of satisfying their political demends and eventually voted for the one they liked or trusted.

The economic significance of Kano date back to the pre-colonial Africa when Kano city serve as southernmost point of the famous trans-Sahara trade routes. Kano was well connected with many cities in North Africa and some cities in southern Europe. The product exported from Kano to North Africa including textile material, leather and grain. Kano was connected with trans-Atlantic trade in 1911 when a railway line reach Kano. Kano is a major Centre for the production and export of agricultural product like hides and skins, and cotton. Kano Houses the Bayero University and a railway station with train to Lagos routed through Kaduna, while Mallam Aminu Kano International Airport lies nearby. Because Kano is north of the railjunction at Kaduna it has equal access to the seaport at Lagos and porthacourt. The city maintains it's economic and business even in 21st century with it producing the richest black Man Aliko Dangote whose greater father Alhasan Dantata was the richest during Nigerian colonial period.

Formally walled, most of the gates to the old city survived. The old city Houses the vast Kurmi market, knowing for it crafts, while old dye pits still in use.

CHAPTER THREE: METHODOLOGY

3.0   INTRODUCTION

This study elaborates on the process of research methodology which was design for collecting the scientific data to justify the effectiveness of recruitment selection and placement policy in organization in Nigeria. It is design by graphical describing of the hypothesis relation from the research question.

3.1   RESEARCH DESIGN

In the course of this research study, questionnaire was administered to serve as research instrument for primary data, information from texts served as the secondary source.

The questions in the questionnaire tried to cut across the hypothesis of the study and it helped in arriving at the conclusion of the study by the researcher.

3.2 METHOD OF DATA COLLECTION

For the purpose of this research study, the questionnaire design would be used as the primary source of data collection and texts and journals would be used as the secondary source of data collection.

3.3 SAMPLE SIZE

The sample size of the study is to select five each of small medium and large size organizations scattered all over Kano metropolis, eighty manager and decision makers and eighty workers and potential workers are selected as sample. Areas where organizations are constituted in Kano are identified e.g. Sharada Industrial estate, Bata Area Local secretariat, Nigerian Army resettlement, Recruitment and rehabilitation centres, State secretariat, Federal Secretariat, Government parastatals, Office etc. The study covered organization both private and public in Nigeria.

3.4 METHOD OF DATA ANALYSIS

The information gathered from the respondents through the questionnaire formed the basis for data coding and analysis in the study. The descriptive statistics of simple frequency count and simple percentage

were used for description and analysis. To test the hypotheses formulated, chi-square method is employed. This method is used because it is good in testing the validity of the hypothetical statement especially to study the relationship between two or more variables. The chi-square is given by:

$$X^2 = \frac{\sum(fo - fe)^2}{Fe}$$

Where

X^2 = Chi-Square

$\sum$ = (sigma) Summation

Fo = Frequency Observed

Fe = Frequency Expected

And

$$Fe = \frac{rt \times ct}{Gt}$$

Where

Fe = Observed Frequency

Rt = Row Total

Ct = Column Total

Gt = Grand Total

Also, the degree of freedom (df) of the hypothetical statement is given by the following formula:

$Df = (c − 1)(r − 1)$

Where

Df = Degree of Freedom

r = Number of Rows

c = Number of Columns

Degree is however determined testing on 5% level of significance i.e. 0.05.

CHAPTER FOUR: THEORETICAL FRAMEWORK AND LITERATURE REVIEW

4.0   INTRODUCTION

The control of the quality and quantity human resources (personnel's) in organization is an important task of personnel manager which is done through recruitment selection and placement functions. The three terms i.e. recruitment, selection and placement are inter-dependent.

4.1   THEORETICAL FRAMEWORK

The objectives of organizations are to produce products that meet the expectations of its target market or consumers through the co-ordination of its factors of production which are land, labour, capital and entrepreneur. Labour is human effort, which results in the creation of goods and services and the activity of seeing that the appropriate and desired labour needed by the organizations are in place is the function of personnel management is collaboration with other department such as production, purchasing finance, marketing etc. Due to the important functions played by personnel

management in every organization, it becomes pertinent for scholars to identify the functions of the department.

Peter F. Drucker in his "practice of management" had contemptuously described personnel management as nothing other than.

A filling clerk is job or record keeping jobs. Since personnel management was at that time primarily pre-occupied with opening file for newly hired employees, or record keeping or any document relating to individual employee such as his letter of appointment, notices of pay rise, letters of transfer annual leave, discipline, upgrading and so on. It was easy to see personnel management as basically consisting of file keeping responsibilities. A house keeping job i.e. personnel unit is responsible for attending to the personnel requirement of other departments.

A fighting job i.e. concerned with quenching "fire" or labour problems that might arise between the workers and the management. This involves an interfacing responsibility between management and the unions in an attempt to ensure that tension is diffused and peace is assured. Today, personnel management functions have grow beyond the narrow enclave as

perceived by Drucker the personnel management of today has acquired increased status. The wide spectrum of its functions can be viewed from two perspectives: the traditional function and the emerging new roles. The traditional function of personnel management as adopted from various management and personnel management texts include;

1. **Staffing:** Recruitment, selection and placements.

2. **Training and development:** Determining training needs, selecting people for training. Course internally or externally, determining the scope of training, arranging for executive development programmes and evaluating effectiveness.

3. **Wages and salaries administration:** fixing wages and salaries for employees, formulating and executing pay policies, conducting salary reviews and job evaluation.

4. **Employees Welfare:** initiating strategies and procedures for improving the health, productivity and job satisfaction of the employees as well measures for enhancing the dedication and commitment of the employees towards the organization.

5. **Performance Appraisal:** appraising employees job related strength and weaknesses and recommending appropriate measures for better improvement

6. **Labour Relations:** Initiating measures designed to create peaceful, health and cooperative atmosphere between labour and management.

Form the foregoing functions of personnel management mentioned above it is apparent that Peter Druker has ignored such functions as performance appraisal, employee welfare, training and development etc. The emerging new roles of personnel management as adopted from Human Resources Management text (An expository approach) by Sambo A. Banjoke.

1. **Environment Monitoring:** The influence of the environment of business on the personnel management activities is becoming more pronounced these days. Consequently, forward looking personnel manager are becoming more alert to events in the environment including the activities of the competitors in the industry that may possibly affect the future of their organization and the ability to

continue to attract retain and motivate the employees. For example, compares in the banking and oil sectors now provides staff bus facilities, luncheon vouchers and stock options for their employees as a way of either attracting new and competent employees or as a means of motivating them towards higher performance. University of Lagos started to operate staff housing loan scheme when it became clear that this been one of the reasons for the mass exodus of university staff to private companies particularly those in the oil and banking sectors where those facilities are readily available.

2. **Monitoring Current or Impending Labour Legislation:** in an attempt to safeguard workers rights interest cupled with the need to restrict the exploitative tendencies of the employers. The government is continuously reviewing or enacting new labour laws since these laws do have significant impact on the conduct of human resource management functions. It has become essential for the forward looking human resource managers to anticipate any pending labour legislation and assess its likely impact on the management of

their human resource activities. A good example was the cases of the minimum wage law of 1982, when the bill was being dedicated at the National Assembly, the employers anticipated the likely financial burden it would impose on them if the minimum wage was fixed at an unaffordable level. Thus they mounted pressure through the Nigeria Employers Consultative Association (NECA) to ensure that the minimum wage was not fixed at N 200,000 per month as advocated by the Nigeria labour congress (NLC) on the 23rd of February, 2011, the senate of the federal republic of Nigeria approved N 18,000 as the minimum wage for the Nigeria workers. The bill which was given an expeditious passage by the senate increased the minimum wage from N 7,500 to N 18,000.

3. **Human Resource Accounting:** Today, increased attention is being focused on the keeping of an up to date inventory of current manpower stock in terms of skill, sex, education, geographical location, age and job experiences as a necessary tool for effective human resource planning, control and management. Besides, the

process called human resource accounting helps the human resource manager or director to place appropriate valued on our human resources stocks just as we input values on our physical resource. This becomes necessary in order to ensure maximum utilization of our human resources.

4. **Evaluating Changes in Societal Values and Expectation:** Peoples values, expectation and preferences keep changing. Thus it has become imperative for human resource manager or directors to continuously evaluate these changes and respond to them as appropriate in order to keep a contented and committed work force. For instance, in view of the biting effects of inflation most workers, particularly those on executive levels place higher value or convenience and other non-monetary rewards.

5. **Human Resource Research Unit:** Today many human resources in social sciences have now relaised the need to set up personnel research unit for the purpose of enhancing personnel management decisions through the use of personnel survey, vital personnel

statistics which are made available through the personnel research unit.

4.2   LITERATURE REVIEW

Like anywhere in the world human resources management functions are carried out within economic, social, political and legal environments. Apart from these factors mentioned above, other variables hitherto wheard off in other parts of the world have come to exert more potent influence on our human resource management activities in Nigeria. These include organizations, institution and movements like the better life movement, family support movement. National Commissions for women, Nigeria Islamic council, the Christian council of Nigeria to mention a few. These forces coupled with the various women cliques or association and religious pressure group and mafia based solely on ethnicity, sex and religion have largely constrained human resources practice especially in the public sector and in public quoted companies (Source: Human Resource Management by Sambo A. Bajoko 1991, Pp. 14).

Since the functions of recruitment, selection and placement policies in the duty of human resource management of organizations, then it is convincing to say that the various influences mentioned above on human resource management will influence the effectiveness of recruitment, selection and placement policies of organization in Nigeria either negatively or positively.

4.2.1 DIFFERENCE IN THE RECRUITMENT, SELECTION AND PLACEMENT POLICIES BETWEEN THE PUBLIC AND PRIVATE SECTOR IN NIGERIA

Although the basic principles of human resources management in both the public and private sector are alike, in practice, there are substantial differences between the two sectors. The differences can in general be attributed to two factors; the structures and sizes on one hand and the cooperate objective which private and public organizations are set up to achieve on the other.

Recruitment and selection is more objectively and fairly done in the private sector than in the public sector. The private employers is primarily

concerned with hiring a competent and qualified work force irrespective of one's state of origin or religion.

Political and ethnic considerations sometimes outweigh merit consideration. There is a deliberate policy of ethnic balancing in public sector recruitment (Source: Simbo A. Banjoko HRA 1996 Pp. 17).

Augustus Adebayo in his textbook title "principle and practice of public administration in Nigeria 1992 Pp. 170" said that one of the bones of the Nigeria public service is the recruitment of mediocre or totally unsuitable candidates in preference to candidates of high merit. The reasons for this ugly situation can be traced directly to nepotism.

From the two arguments above, it become clear that the private sectors are more effective than the public sectors in terms of executing the functions of recruitment, selection and placement. However, it will be convincing to say that these irrational acts are minimized in the private secotr than the public sector as the issues such as nepotism, tribalism; ethnicity etc cannot be completely erased from the mind of an average Nigeria in discharging his day today affairs.

4.2.2 PERSONNEL REQUIREMENT PROCESS OF ORGANIZATIONS

Jucious M.J. (1979 defined personnel procurement as the task of hiring people to fill current or further job vacancies. If hiring practices are to be most effective, answers must be sought to a number of important question among which are the following).

1. What are the requirements of the job to be filled?

2. What kinds of and how much personnel must be procured?

3. From what sources may the required procured?

4. What procedures should be used to screen candidates?

5. What is the use of such tools as interviewing and testing in the election procedures?

6. What is the place of transfers and promotions in the procurement functions?

The first two questions is concerned with job specification and employee specification, job specification is identifying and describing the contents of a job e.g. recording of the total turnover of an organization,

attending to customers, handling of machines etc it is determine in organizations through the function of organizing i.e. breaking the organizations activities into units and the job or task of each units is clearly defined.

After specifying what is to be done through job specification, than human effort that will suit such job will have to be determine e.g. physical ability, social requirement etc the process of describing needed physical, mental emotional, social and behavioural requirement is called employees specifications.

In the effort of searching or hiring the needed personnel to fill in job vacancy by organizations. There are certain influences on the side of management or the body responsible for the recruitment, selection and placement functions.

Augustus Adebayo (1992) identified man factors which could be grouped under five main categories i.e. institution, political, psychological, attitudinal and sociological which pose problems to efficiency in organizations functions.

Simbo A. Banjoko (1996) outline some influences on human resources management activities in Nigeria, these include sex, religion, institutions, economic, political, social, legal etc from the discussion above, we can deduce that the Nigeria settling is affected by such factors since Nigeria is high on religious activities and can do anything to protect the image of religion e.g. Kaduna Maybem early in the year 2000, Jos crisis in August 2001 and the Kano crisis is October 13, 21001 in response to America attack on Afghanistan or Osama Bin Ladden. Also Nigeria is made up of many tribes and ethnic group, so the influence on tribal similarities will be a prerequisite when executing recruitment, selection and placement functions.

Finally, student in higher learning do not believe in merit in the efforts of organizations recruitment passing examination etc but based upon who you know and lecturers mercy.

4.2.3 PERSONEL SELECTION

Once the pool of qualified applicants has been created through recruitment process, and the requirements of the jobs to be filled have been

clearly specified, the organizational must then screen and select those applicants that posses the required job qualifications and attributes and hence considered adequate for the job.

Selection has defined by Simbo A. Banjoko (1996) is the process of gathering sufficient information about the candidate for the purpose of evaluating, screening and deciding who among the applicants possess the potentials for successful job performance.

The need for selection arise because of the inherently fundamental differences among individuals. Since people have difference in traits, attitudes, behaviour and qualification. If people are the some with these factors mentioned above, then there would not be any need for selection since there will be nothing to choose from. Differences between individuals are universal phenomena, the selection process seeks to put the "right" person in the "right" job.

The success of the selection process depends on:

1) The recruitment process and

2) The effectiveness of the election procedures

Employment tests and employment interview are two-device use in the election process of organization during employment.

Employment test tries to find out individuals potentials in terms of intelligence, abilities, attitudes and temperament Thurstone and Kuder (1970) have developed many tests that have been useful to the employment selection process such tests include the following:

a) **INTELLIGENCE TEST:** It test or assess candidates, general level of intelligence, mental or learning ability. It requires candidates to do some deductive and logical reasoning.

b) **APTITUDE TEST:** It assesses the candidates' depth of reasoning or his ability to cope with a learning situation e.g. numerical ability.

c) **PROFICIENCY TEST:** It asses candidates job knowledge or skill e.g. reading ability, typing or shorthand skills.

d) **GENERAL PERSONALITY TEST:** It measures candidates' personality characteristics like stress, physical, mental and emotional stability perseverance, and self-confidence.

e) **INTEREST OR MOTIVATION TEST:** It measures candidates' interest in the job or his level of motivation and flair for such job.

f) **CREATIVITY AND JUDGEMENT TEST:** It is applicable for hiring top management where a lot of creativity and good judgment are vital for successful organizations performance.

The use of test is objective as the tester is separated from the testee. However, these are no direct relationship between an individual's test scores and his actual job performance as a criticism of test (S.A. Banjoko 1996).

The employment interview has traditionally assumed a unique role and position in the staffing process. Yet, researches as well as reviewers of over 150 studies devoted exclusively to the interview process and which were conducted for a period of more than 20 years have come to be conclusions that:

1. It is an intriguing technique with very subjective and incongruent finding.

2. It has low validity when related successful job performance.

3. It lacks good interacted reliabilities. Despite these criticisms by researchers who are mostly industrial psychologists, the use of employment interview in the selection process has not only become universal but has come to stay.

Since the interview, by its nature, is a face to face oral and observational method of assessing the candidate by the interviewer, than interview is phone to some problem:

1. In a study spearheaded by Bolster and spring impression or first impression plays a dominant role in the final decision to accept or reject a candidate. The authors concluded that the interview is primarily a search for negative information and that just one unfavorable information would lead to a reject decision ninety percent of the time i.e. Halo effect.

2. According to Rowe (1963) interviewers tend to develop their own stereotype of a good and ideal job candidate and proceed to accept those who make this stereotype e.g. a graduate of university of Ibadan, college hospital (UCH) would be an ideal medical doctor, an

architectural graduate from Ahmadu Bello University (ABU) Zaria would be an embodiment of what it takes to be a successful architect, a low graduate from university of Lagos would stir a world court to its feet or an MBA graduate from Harvard Business School would be a business genius etc How well an applicant conforms to these stereotypes determines his success in the selection process.

3. Imaka and Harkel (1977) observed that non-verbal clues e.g. sitting position, frequent eye to eye contact and other facial expression etc produced consistently faviourable ratings. (adapted from human resources management. Am expository approach by Simbo A. Banjoko 1996, Pp. 62 and 63).

The series of LIAMA Student tried to construct a model of the selection interview and pointed four major factors that determine the final interviews decision. These include:

1. The physical, emotional and the psychological state of mind of the interviewer at the time of the interview.

2. The physical emotional and psychological state of mind of the interviewers during the interview.

3. The nature of the situational environment at the time the interview is taking place e.g. the amount of pressure that is being mounted on the interviewer, political situation etc.

4. The task or type of judgment that must be made.

A model of the interview situation with these four variables was constructed and with the addition of other variables of significance, the following conclusions were arrived at:

a) Candidates appearance

b) The candidates sex

c) Interviewers ability to recall relevant information

d) Attitudinal, sexual racial and ethnic similarity to the interviewer

e) Pressure for result

f) Condition of the interview and interviewee

g) Structuredness of the interview process (adapted from human resources management. An expository approach by Simbo A. Banjoko 1996. Pp. 64 and 65).

Conclusively, the effectiveness of the recruitment, selection and placement policies of organizations depends largely on how well the major influences discussed above are well taken care of and the willingness of the body charge with the responsibility of executing recruitment, selection and placement functions in organizations.

CHAPTER FIVE: DATA ANALYSIS AND PRESENTATION

5.0   INTRODUCTION

This chapter deals with presentation, analysis and interpretation of the data collected. The need to analyze these data becomes imperative so as to interpret for the purpose of this research work. However, the researches were also tested in this chapter.

5.1   DATA ANALYSIS MANAGERS RESPONSES

Below are the analyses of the responses of the respondents to the questionnaire administered.

Table 5.1.1: Percentage distribution of respondents by Decision taking in Nigeria is based on merit and sound management regarding recruitments, selection and placement of workers.

Alternatives	No. of respondents	Percentage
Strongly agree	10	13
Agree	35	43
Strongly disagree	5	6
Disagree	10	13
Not sure	20	25
Total	80	100%

Source: Field Survey, 2014.

From the table, it could be seen that 10 of the respondents strongly agree to the question, while 35 respondents which constitute 43% of the total respondents agree, while 5 respondents strongly disagreed, 10 respondents also disagreed and 20 respondents which constitute 25% of the respondents are not sure whether recruitment selection and placement policies are based on merit.

This suggests that the policies are not based on merit.

Table 5.1.2: Percentage distribution of respondents by consideration of letters outstanding members of the society is a pre-requisite when decision regarding recruitment, selection and placement of workers is to taken?

Alternatives	No. of respondents	Percentage
Always	25	31
Occasionally	30	37
Never	10	13
Not sure	15	19
Total	80	100%

Source: Field Survey, 2014.

The table above reveals that 25 respondents which constitute 31% of the total respondents responded that letters from important personality is always considered. While 30 respondents believed that it is occasionally considered, while 10 of the respondents responded that it is never

considered, and 15 of the respondents which constitute 19% of the total respondents are not sure about it.

This suggests that letter from outstanding personality is a pre-requisite when decision regarding recruitment, selection and placement of worker is to taken.

Table 5.1.3: Percentage distribution of respondents by some employees are feared by management because of their connection to the organization?

Alternatives	No. of respondents	Percentage
Strongly agree	5	6
Agree	15	19
Strongly disagree	23	29
Disagree	30	37
Not sure	7	9
Total	80	100%

Source: Field Survey, 2014.

In the table above, 5 respondent strongly agreed to the question, while 15 respondent which constitute 19% of the total respondent agreed to some 23 respondents which constitute 29% of the total respondent strongly disagreed to the question, while 30 respondents disagreed to some and 7 respondents are not sure whether some employee are feared by management because of their connection.

This suggests those employees are not feared by management because of their connection to the organization.

Table 5.1.4: Percentage distribution of respondents by you give assistance to those you are alike with to those you are not alike with?

Alternatives	No. of respondents	Percentage
Always	0	0
Occasionally	5	6
Never	45	56
Not sure	30	38
Total	80	100%

Source: Field Survey, 2014.

Analysis of the table show that 0 respondents which respondent always give assistance to those they are alike with those they are not alike with while 5 respondents occasionally give assistance to those they are alike with to those they are not, 45 respondents responded that they never give assistance to those they are alike with to those they are not and 30 respondents which constitute 38% of the total respondents are not sure about the question.

This suggests that people like giving assistance to those they are alike with to those they are not.

Table 5.1.5: Percentage distribution of respondents by first impression determines your choice for some one?

Alternatives	No. of respondents	Percentage
Strongly agree	10	13
Agree	20	25
Strongly disagree	15	19
Disagree	30	37
Not sure	5	6
Total	80	100%

Source: Field Survey, 2014.

The table above reveals that 10 of the respondent strongly agree that first impression determine their choice for someone, while 20 respondents which constitute 25% of the total respondent agreed to some, 15 of the respondents strongly disagreed to the question, while 30 respondents disagreed to some and 5 respondents are not sure whether first impression determine their choice for someone.

This suggests that first impression determine the choice for someone.

Table 5.1.6: Percentage distribution of respondents by what values are strong in?

Alternatives	No. of respondents	Percentage
Religious	30	37
Social	25	31
Ego centrics	0	0
Tribalistics	15	19
Other	10	13
Total	80	100%

Source: Field Survey, 2014.

The analysis above shows 30 of the respondent are strong in religious value, while 25 respondents which constitute 31% of the total respondents are strong in social value, 15 respondents are strong in tribalistic value and 10 of the respondents has a different value other than those listed above.

This suggests that people do hold one form of value or the other.

Table 5.1.7: Percentage distribution of respondents by this value influences you when taking any decision?

Alternatives	No. of respondents	Percentage
Always	40	50
Occasionally	25	31
Never	10	13
Not sure	5	6
Total	80	100%

Source: Field Survey, 2014.

The above table shows that 40 respondents which constitute 50% of the total respondents are always influence by their value whenever they are

taking any decision, while 25 respondents are occasionally influenced by their value whenever they are to take any decision, and 10 respondents are never influenced by their value in taking any decision. While 5 are not sure of influenced by their value in taking any decision.

This suggests that value influenced people decision.

Table 5.1.8: Percentage distribution of respondents by there are preferences of some workers over others by management because they have won management interest.

Alternatives	No. of respondents	Percentage
Strongly agree	20	25
Agree	30	37
Strongly disagree	15	19
Disagree	5	6
Not sure	10	13
Total	80	100%

Source: Field Survey, 2014.

Analysis in the above table reveal that 20 respondents strongly agreed that management have preferences for some workers over other while 30 respondents which constitute 37% of the total respondents agreed to some, while 15 respondent strongly disagreed that management have preference for some workers over others and 5 respondents disagreed to and 10 respondent are not sure of reference for management for some workers.

This suggests that management have preference for some workers over others.

5.2 DATA ANALYSIS (WORKERS AND POTENTIAL WORKERS RESPONSES)

Below are the analyses of the responses of the respondents to the questionnaire administered.

Table 5.2.1: Percentage distribution of respondents by the recruitment interview in Nigeria is well conducted?

Alternatives	No. of respondents	Percentage
Strongly agree	10	13
Agree	20	24
Strongly disagree	30	37
Disagree	10	13
Not sure	10	13
Total	80	100%

Source: Field Survey, 2014.

In the table above, 30 respondents which constitute 37% of the total respondents strongly disagreed that recruitment interview in Nigeria is well conducted, while 10 respondents disagreed to some, while 10 respondents which constitute 13% of the total respondents strongly agree to some and 20 of the respondents which constitute 24% of the total respondents agreed and 10 respondents are not sure that recruitment interview in Nigeria is well conducted.

This suggests that recruitment interview is not well conducted in Nigeria.

Table 5.2.2: Percentage distribution of respondents by for anyone seeking for employment in Nigeria require letter for outstanding personality in the society?

Alternatives	No. of respondents	Percentage
Strongly agree	40	50
Agree	15	19
Strongly disagree	13	16
Disagree	12	15
Not sure	0	0
Total	80	100%

Source: Field Survey, 2014.

Analysis from the table above reveals that 40 respondents which constitute 50% of the total respondents strongly agreed that applicants must seek for letters from outstanding personality in the society to succeed.

While 15 despondence agreed to some, 13 of the respondent strongly disagreed to some, 12 respondents disagreed to some of the fact.

This suggests that applicants require letter from outstanding personality in the society.

Table 5.2.3: Percentage distributions of respondents by such letters serve as a guarantee for success?

Alternatives	No. of respondents	Percentage
Always	35	44
Occasionally	25	31
Never	5	6
Not sure	15	19
Total	80	100%

Source: Field Survey, 2014.

From the table above 35 respondents which constitute 44% of the total respondents responded that such letters always serve as a guarantee for success, while 25 respondent responded that it occasionally serve as a guarantee for success 5 respondents responded that such letters never serve

as a guarantee for success and 15 respondent are not sure whether such letters serve as a guarantee for success.

This suggests that the letters serve as guarantee for success in recruitment exercise.

Table 5.2.4: Percentage distribution of respondents by many employees in organization violate the policy of their organization because of their connection

Alternatives	No. of respondents	Percentage
Strongly agree	15	19
Agree	30	37
Strongly disagree	10	13
Disagree	14	17
Not sure	11	14
Total	80	100%

Source: Field Survey, 2014.

The analysis above reveals that 15 respondents strongly agreed that many workers violate the policy of their organization because of how they

are connected to the organization, while 30 respondents which constitute 37% of the total respondents agreed to some 10 respondents strongly disagreed to some while 14 respondents disagreed to some and 11 respondents are not some.

This suggests that many workers violate the policy of their organization because of their connection.

Table 5.2.5: Percentage distribution of respondents by most people that were unsuccessful in the recruitment interview was due to?

Alternatives	No. of respondents	Percentage
Incapability	15	19
Lack of connection	35	43
Too many applicants	20	25
Social factor	10	13
Total	80	100%

Source: Field Survey, 2014.

In the table above 15 respondents responded that incapability was the reason why applicants became unsuccessful in recruitment interview

while 35 respondent which constitute 43% of the total respondents responded that it was due to lack of connection, 20 respondents responded that it was due to too many applicants and 10 respondent responded that it was due to social factors.

This suggests that lack of connection was the reason why many applicants became unsuccessful in recruitment interview?

Table 5.2.6: Percentage distribution of respondents by success in recruitment interview in Nigeria is attributed to?

Alternatives	No. of respondents	Percentage
Merit	20	25
Connection	40	50
Tribalism and ethnicity	15	19
Capability	5	6
Total	80	100%

Source: Field Survey, 2014.

Analysis in the table above shows that 20 respondents responded that success in recruitment interview is attributed to merit while 40

respondents which constitute 50% of the total respondents responded that it was attributed to connection. 15 of the respondent responded that it was due to tribalism and ethnicity and 5 respondents responded that it was due to capability.

This suggests that success is determined merit, connection and tribalism.

Table 5.2.7: Percentage distribution of respondents by the placement policies of workers in Nigeria are?

Alternatives	No. of respondents	Percentage
Effective	15	19
Not effective	30	37
Fair	20	25
No idea	15	19
Total	80	100%

Source: Field Survey, 2014.

The analysis above reveals that 15 respondents responded that placement policies of workers in Nigeria in effective while 30 respondents

which constitute 37% of the total respondents responded that it is not effective 20 respondents responded that the policy is fair, and 15 respondents responded that they had no idea.

This suggests that the policy is to some degree not effective and to some degree effective and fair.

Table 5.2.8: Percentage distribution of respondents by your productivity is affected whenever you sensed irregularities in the recruitment, selection and placement policies of your organization?

Alternatives	No. of respondents	Percentage
Always	35	44
Occasionally	30	37
Never	5	6
Not sure	10	13
Total	80	100%

Source: Field Survey, 2014.

Analysis of the table above show that 35 respondent which constitute 44% of the total respondents are always affected in their

productivity due to irregularities in the recruitment, selection and placement policies, when 30 of the respondents are occasionally affected in some 5 respondents are never affected and 10 respondents are not sure whether their productivity is affected due to irregularities in the recruitment selection and placement policies.

This suggest that employee productivity are affected whenever there is irregularities in the recruitment, selection and placement policies.

5.3   TESTING HYPOTHESIS

To test the hypothesis formulated chi-square (x^2) test of independence was used. The decision rule is to accept the alternative hypothesis if the chi-square calculated is greater than the chi-square tabulated and reject the null hypothesis accordingly.

The hypothesis to be tested is based on the responses to the research questions table 4.5 and 7.

Ho: The various factors that are personnel and social to an individual and their effect on recruitment, selection and placement in organizations.

Questions	A	B	C	D	E	Total
4	0	5	45	30	0	80
5	10	20	15	30	5	80
7	4	25	10	5	0	80
Total	50	50	70	65	5	240

Formula

$$X^2 = \frac{\Sigma(oij - Eij)^2}{Eij} \qquad\qquad Eij = \frac{R1Cj}{N}$$

$$Eij = \frac{R1\ Cj}{N}$$

$E11 = \frac{50 \times 80}{240} = 16.7 \qquad E12 = \frac{50 \times 80}{240} = 16.87$

$E13 = \frac{70 \times 80}{240} = 23.3 \qquad E14 = \frac{65 \times 80}{240} = 21.7$

$E15 = \frac{5 \times 80}{240} = 1.7$

Expected Frequency

Questions	A	B	C	D	E	Total
4	16.7	16.7	23.3	21.7	1.7	80
5	16.7	16.7	23.3	21.7	1.7	80
7	16.7	16.7	23.3	21.7	1.7	80
Total	50.1	50.1	69.9	65.1	5.1	240

$$X^2 \text{ Cal} = \frac{(Oij - Eij)^2}{Eij}$$

$$\frac{(0 - 16.7)^2}{16.7} + \frac{(5 - 16.7)^2}{16.7} + \frac{(45 - 23.3)^2}{23.3} + \frac{(30 - 21.7)^2}{21.7} +$$

$$\frac{(0 - 1.7)^2}{1.7} + \frac{(10 - 16.7)^2}{16.7} + \frac{(20 - 16.7)^2}{16.7} + \frac{(15 - 23.3)^2}{23.3}$$

$$+ \frac{(30 - 21.7)^2}{21.7} + \frac{(5 - 1.7)^2}{1.7} + \frac{(4 - 16.7)^2}{16.7} + \frac{(25 - 16.7)^2}{16.7}$$

$$+ \frac{(10 - 23.3)^2}{23.3} + \frac{(5 - 21.7)^2}{21.7} + \frac{(0 - 1.7)^2}{1.7}$$

$$\frac{(-16.7)^2}{16.7} + \frac{(-11.7)^2}{16.7} + \frac{(21.7)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(-1.7)^2}{1.7} + \frac{(-6.7)^2}{16.7}$$

$$\frac{(3.3)^2}{16.7} + \frac{(-8.3)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(3.3)^2}{1.7} + \frac{(-12.7)^2}{16.7} + \frac{(8.3)^2}{16.7}$$

$$\frac{(-16.7)^2}{21.7} + \frac{(-1.7)^2}{1.7}$$

$$(-1)^2 + (-0.7)^2 + (0.93)^2 + (0.39)^2 + (-1)^2 + (-0.40)^2$$
$$+ (0.20)^2 + (-0.36)^2 + (0.39)^2 + (1.94)^2 + (0.50)^2 + (0.58)^2$$
$$+ (-0.77)^2 + (-1)^2$$

$1 + 0.49 + 0.87 + 0.15 + 1 + 0.16 + 0.04 + 0.12 + 0.15 + 3.77 + 0.60 + 0.25$
$+ 0.33 + 0.60 + 1.$

$CV = 10.53.$
Find the degree of freedom (DF)

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

$DF = (3 - 1)(3 - 1)$

$DF = (2)(2)$

$DF = 4.$

Find the CRV

$CRV = 8.295.$

If CRV > CU = Accept, while if the CU > CRV reject.

The chi-square (x^2) is 10.53 while the chi-square tabulated is $= 8.295$, so

then CU > CRV the hypothesis accept.

Hi: The relationship between recruitment, selection and placement policies and worker productivity in organizations.

Questions	A	B	C	D	E	Total
4	0	5	45	30	0	80
5	10	20	15	30	5	80
7	4	25	10	5	0	80
Total	50	50	70	65	5	240

Formula

$$X^2 = \frac{\Sigma(oij - Eij)^2}{Eij} \qquad Eij = \frac{R1Cj}{N}$$

$$Eij = \frac{R1\ Cj}{N}$$

$$E11 = \frac{50 \times 80}{240} = 16.7 \qquad E12 = \frac{50 \times 80}{240} = 16.87$$

$$E13 = \frac{70 \times 80}{240} = 23.3 \qquad E14 = \frac{65 \times 80}{240} = 21.7$$

$$E15 = \frac{5 \times 80}{240} = 1.7$$

Expected Frequency

Questions	A	B	C	D	E	Total
4	16.7	16.7	23.3	21.7	1.7	80
5	16.7	16.7	23.3	21.7	1.7	80
7	16.7	16.7	23.3	21.7	1.7	80
Total	50.1	50.1	69.9	65.1	5.1	240

$$X^2 \text{ Cal} = \frac{(Oij - Eij)^2}{Eij}$$

$$\frac{(0 - 16.7)^2}{16.7} + \frac{(5 - 16.7)^2}{16.7} + \frac{(45 - 23.3)^2}{23.3} + \frac{(30 - 21.7)^2}{21.7} +$$

$$\frac{(0 - 1.7)^2}{1.7} + \frac{(10 - 16.7)^2}{16.7} + \frac{(20 - 16.7)^2}{16.7} + \frac{(15 - 23.3)^2}{23.3}$$

$$+ \frac{(30 - 21.7)^2}{21.7} + \frac{(5 - 1.7)^2}{1.7} + \frac{(4 - 16.7)^2}{16.7} + \frac{(25 - 16.7)^2}{16.7}$$

$$+ \frac{(10 - 23.3)^2}{23.3} + \frac{(5 - 21.7)^2}{21.7} + \frac{(0 - 1.7)^2}{1.7}$$

$$\frac{(-16.7)^2}{16.7} + \frac{(-11.7)^2}{16.7} + \frac{(21.7)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(-1.7)^2}{1.7} + \frac{(-6.7)^2}{16.7}$$

$$\frac{(3.3)^2}{16.7} + \frac{(-8.3)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(3.3)^2}{1.7} + \frac{(-12.7)^2}{16.7} + \frac{(8.3)^2}{16.7}$$

$$\frac{(-16.7)^2}{21.7} + \frac{(-1.7)^2}{1.7}$$

$(-1)^2 + (-0.7)^2 + (0.93)^2 + (0.39)^2 + (-1)^2 + (-0.40)^2$

$+ (0.20)^2 + (-0.36)^2 + (0.39)^2 + (1.94)^2 + (0.50)^2 + (0.58)^2$

$+ (-0.77)^2 + (-1)^2$

$1 + 0.49 + 0.87 + 0.15 + 1 + 0.16 + 0.04 + 0.12 + 0.15 + 3.77 + 0.60 + 0.25$

$+ 0.33 + 0.60 + 1.$

CV = 10.53.

Find the degree of freedom (DF)

DF = (R − 1) (C − 1)

DF = (3 − 1) (3 − 1)

DF = (2) (2)

DF = 4.

Find the CRV

CRV = 8.295.

If CRV > CU = Accept, while if the CU > CRV reject.

The chi-square (x^2) is 10.53 while the chi-square tabulated is = 8.295, so then CU > CRV the hypothesis accept.

H2: The extent to which recruitment, selection and placement policies affect the human resource or personnel behaviour and hence their productivity. Also how well are policies implement in organization?

Questions	A	B	C	D	E	Total
4	0	5	45	30	0	80
5	10	20	15	30	5	80
7	4	25	10	5	0	80
Total	50	50	70	65	5	240

Formula

$$X^2 = \frac{\Sigma(oij - Eij)^2}{Eij} \qquad Eij = \frac{R1Cj}{N}$$

$$Eij = \frac{R1\ Cj}{N}$$

E11 = $\frac{50 \times 80}{240}$ = 16.7   E12 = $\frac{50 \times 80}{240}$ = 16.87

E13 = $\frac{70 \times 80}{240}$ = 23.3   E14 = $\frac{65 \times 80}{240}$ = 21.7

E15 = $\frac{5 \times 80}{240}$ = 1.7

Expected Frequency

Questions	A	B	C	D	E	Total
4	16.7	16.7	23.3	21.7	1.7	80
5	16.7	16.7	23.3	21.7	1.7	80
7	16.7	16.7	23.3	21.7	1.7	80
Total	50.1	50.1	69.9	65.1	5.1	240

X^2 Cal = $\frac{(Oij - Eij)^2}{Eij}$

$\frac{(0 - 16.7)^2}{16.7}$ + $\frac{(5 - 16.7)^2}{16.7}$ + $\frac{(45 - 23.3)^2}{23.3}$ + $\frac{(30 - 21.7)^2}{21.7}$ +

$\frac{(0 - 1.7)^2}{1.7}$ + $\frac{(10 - 16.7)^2}{16.7}$ + $\frac{(20 - 16.7)^2}{16.7}$ + $\frac{(15 - 23.3)^2}{23.3}$

$$+ \frac{(30 - 21.7)^2}{21.7} + \frac{(5 - 1.7)^2}{1.7} + \frac{(4 - 16.7)^2}{16.7} + \frac{(25 - 16.7)^2}{16.7}$$

$$+ \frac{(10 - 23.3)^2}{23.3} + \frac{(5 - 21.7)^2}{21.7} + \frac{(0 - 1.7)^2}{1.7}$$

$$\frac{(-16.7)^2}{16.7} + \frac{(-11.7)^2}{16.7} + \frac{(21.7)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(-1.7)^2}{1.7} + \frac{(-6.7)^2}{16.7}$$

$$\frac{(3.3)^2}{16.7} + \frac{(-8.3)^2}{23.3} + \frac{(8.3)^2}{21.7} + \frac{(3.3)^2}{1.7} + \frac{(-12.7)^2}{16.7} + \frac{(8.3)^2}{16.7}$$

$$\frac{(-16.7)^2}{21.7} + \frac{(-1.7)^2}{1.7}$$

$$(-1)^2 + (-0.7)^2 + (0.93)^2 + (0.39)^2 + (-1)^2 + (-0.40)^2$$

$$+ (0.20)^2 + (-0.36)^2 + (0.39)^2 + (1.94)^2 + (0.50)^2 + (0.58)^2$$

$$+ (-0.77)^2 + (-1)^2$$

$$1 + 0.49 + 0.87 + 0.15 + 1 + 0.16 + 0.04 + 0.12 + 0.15 + 3.77 + 0.60 + 0.25$$

$$+ 0.33 + 0.60 + 1.$$

CV = 10.53.

Find the degree of freedom (DF)

DF = (R − 1) (C − 1)

DF = (3 − 1) (3 − 1)

DF = (2) (2)

DF = 4.

Find the CRV

CRV = 8.295.

If CRV > CU = Accept, while if the CU > CRV reject.

The chi-square (x^2) is 10.53 while the chi-square tabulated is = 8.295, so then CU > CRV the hypothesis accept.

Comparing the x^2 calculated and the x^2 tabulated it is observed that x^2 calculated is greater than x^2 tabulated. The researcher therefore accepted the alternative hypothesis and rejected the null hypothesis.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.0 INTRODUCTION

This chapter was purposely designed to summarize, conclude and make possible recommendation on the research topic

6.1 SUMMARY

This research work is based on the effectiveness selection and placement policies of organizations in Nigeria."

Broadly speaking, recruitment, selection and placement functions of workers are not an easy task because of its subjectivity on the part of management when executing such functions. However, workers served as the blood for the smooth and healthy operation of organization, and then these functions become increasingly important for every organization for the attainment of its goals and objectives.

The first chapter of this research work contained the introduction of the study, statement of research problem, research question, Aim and

objectives, significance or the study, scope and limitations, hypothesis, definition of term/concepts.

The chapter two covers the brief history of area of study the site and situation or location and geographical features, socio-political and economic

Chapter three contained the methodology embarked upon in carrying out the research topic. The existing theoretical from work and literature review relating to the research topic was reviewed under chapter four.

The necessary data for the research study were collected and their analysis and interpretation was done in chapter five. However, this chapter six is designed to summarize or resume, conclude and advance possible recommendations regarding the research topic.

6.2   CONCLUSION

It could be observed in this research work that the selection and placement of workers of organization in Nigeria is ineffective. However, for any organization to be effective, its workers need to be order. Since the recruitment, selection and placement function is not effective, then, the

organizations will never be effective and hardly could it state a goals and objectives be achieved, as workers are the machinery for achieving the organization goals and objectives.

In conclusion, since the function of recruitment, selection and placement of workers is not effectively carried out by management the activities of organization in Nigeria will not be proper and much desired growth and development of the economic that the country is seeking for will never be achieved. The outcome of organization activities would be poor motivation of workers, closure of firms, high unemployment, poverty, inequality etc., which are factors that are inimical to economic growth development.

6.3   RECOMMENDATIONS

In view of the important role played by personnel or workers in the attainment of the cooperate goals and objectives, it is important for management to not that their greatest asset is their human resources since all objective to be attained by the organization revolved around them and consequently any mismanagement on the part of management regarding its human resources the beginning of its ending will be sure.

In view of the above, the researcher is advancing some possible recommendations to tackle the problem involved in executing the recruitment, selection and placement function:

(1) The management should try and subordinate their values, beliefs reinforce, on their perception etc., whenever the above mentioned functions is to be performed.

(2) Try and know what they are seeking for from applicant in terms of skills, knowledge and other characteristics so as not to be their recruitment function

(3) Also, they should base their placement of worker would be in right position.

(4) The management should avoid the ideal of employee referrals whenever there are to discharge recruitment functions. This is based on the fact that employee would go along way of constant families, friend, tribes, religious group etc.

(5) Also, workers have to be treated equally and management should work hand in hand with them in taking major decision so that

everybody will be part of the decision than giving preferences. To some workers in taking major decision or in the operations of the organizations, as this will make them feel that it is the management and its preferred workers decision which they could contribute little or nothing toward its achievement.

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**DEPARTMENT SOCIOLOGY,
FACULTY OF SOCIAL SCIENCES,
USMANU DANFODIYO UNIVERSITY, SOKOTO, SOKOTO
STATE.**

2ND JUNE, 2014.

Dear Respondent,

REQUEST FOR FILLING OF QUESTIONNAIRE

I am a final year student of the above mentioned department and University. As part of the requirement of the award of degree in the university. I am carrying out a research project on Effectiveness of recruitment, Selection and placement policies of Organization in Nigeria (Case Study of Kano state).

I therefore request you to please supply the information being sought for as stated in the attached questionnaire please the research is just for academic work only and the information will be used for such. Your identity will not be revealed in any form, so feel free to complete the questionnaire with objective and independent judgment.

Yours faithfully

Hassan Muhammed Tasiu

QUESTIONNAIRES FOR MANAGERS AND DECISION MAKERS IN ORGANIZATION

INTRODUCTION: Please tick (✓) inside chosen box

1. Decision making in Nigeria is based on merit and sound management regarding recruitment, selection and placement of workers?

   a. Strongly Agree ☐

   b. Agree ☐

   c. Strongly disagree ☐

   d. Disagree ☐

   e. Not sure ☐

2. Consideration of letters from outstanding members of the society is a pre-requisite when decision regarding recruitment, selection and placement of workers is to be taken?

   a. Always ☐

   b. Occasionally ☐

   c. Never ☐

   d. Not sure ☐

3. Some employee feared by management because of their connection to the organization?

   a. Strongly Agree ☐

   b. Agree ☐

   c. Strongly disagree ☐

d. Disagree   ☐

e. Not sure   ☐

4. You give assistance to those you are alike with to those you are not alike with?

   a. Always   ☐

   b. Occasionally   ☐

   c. Never   ☐

   d. Not sure   ☐

5. First impression determines your choice for someone?

   a. Strongly agree   ☐

   b. Agree   ☐

   c. Strongly disagree ☐

   d. Disagree   ☐

   e. Not sure   ☐

6.   What value are you strong in?

   a. Religious   ☐

   b. Social   ☐

   c. Ego centric   ☐

   d. Tribalistics   ☐

   e. Others   ☐

7.   This value influences you when taking any decision?

     a.   Always

     b.   Occasionally

     c.   Never

     d.   Not sure

8.   There are preferences of some workers over others by management because they have won management interest in your organization?

     a.   Strongly agree

     b.   Agree

     c.   Strongly disagree

     d.   Disagree

     e.   Not sure

QUESTIONNAIRE FOR WORKERS AND POTENTIAL WORKERS

1. The recruitment interview in Nigeria is well conducted?

    a. Strongly agree ☐

    b. Agree ☐

    c. Strongly disagree ☐

    d. Disagree ☐

    e. Not sure ☐

2. For anyone seeking for employment in Nigeria require letter for outstanding personality in the society?

    a. Strongly agree ☐

    b. Agree ☐

    c. Strongly disagree ☐

    d. Disagree ☐

    e. Not sure ☐

3. Such letters serve as a guarantee for success?

    a. Always ☐

    b. Occasionally ☐

    c. Never ☐

    d. Not sure ☐

4. Many employees in Organization violate the policy of the organization because of their connection?

    a. Strongly agree ☐

b.   Agree ☐

c.   Strongly disagree ☐

d.   Disagree ☐

e.   Not sure ☐

5.   Most people that were unsuccessful in the recruitment interview was due to?

a.   Incapability ☐

b.   Lack of connection ☐

c.   Too many Applicants ☐

d.   Social factors ☐

6.   Success in recruitment interview in Nigeria is attributed to?

a.   Merit ☐

b.   Connection ☐

c.   Tribalism and ethnicity ☐

d.   Capability ☐

7.   The placement policies of workers in Nigeria is?

a.   Effective ☐

b.   Not effective ☐

c.   Fair ☐

d.   No idea ☐

8.   Your productivity is affected whenever you sensed irregularities in the recruitment, selection and placement policies of your Organization?

a.   Always   ☐

b.   Occasionally   ☐

c.   Never   ☐

d.   Not sure   ☐