INFORMATION MANAGEMENT FOR STAFF RECRUITMENT IN TARABA STATE CIVIL SERVICE COMMISSION

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DECLARATION

I declare that the content of this work titled: **Information Management for Staff Recruitment in Taraba State Civil Service Commission** has been carried out by me in the Department of Library and Information Science. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was presented previously for the award of any higher degree or equivalent at this or any other institution.

Rimamchaten THOMAS	**Date**

CERTIFICATION

This work titled INFORMATION MANAGEMENT FOR STAFF RECRUITMENT IN TARABA STATE CIVIL SERVICE COMMISSION by Rimamchaten THOMAS meets the regulation governing the award of Master of Information Science (M.Sc) Degree of the Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research work is dedicated to my Late Father Mr. Thomas Y. Chinyang.

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LIST OF ABREVIATIONS

CSC – Civil Service Commission

GL – Grade Level

HI – Highly Influence

HR – Human Resources

HRM – Human Resource Management

I – Influence

ICTs – Information and Communication Technologies

IM – Information Management

M – Mean

NI – Not Influence

RI – Rarely Influence

SD – Standard Deviation

AIIM – Association for Information and Image Management.

ABSTRACT

This research investigated Information Management for Staff Recruitment in Taraba State Civil Service Commission. . In line with the objectives, four (4) research questions and one (1) null hypothesis were drawn to guide the study. The research questions are: What type of recruitment procedure is being adopted by the Taraba State Civil Service Commission? What types of information are being generated for the recruitment of Staff into Taraba State Civil Service Commission? How is the information for staff recruitment being managed by the Taraba State Civil Service Commission? To what extent has the information for staff recruitment being managed influence the recruitment Procedure in the Taraba State Civil Service Commission? The study adopted descriptive survey design. Questionnaire was the instrument used to collect data which were presented in tables and analysed using frequencies, percentages, mean and standard deviation. A total of one hundred and thirty six (136) copies of questionnaire were distributed to the Staff of the Taraba State Civil Service Commission. One hundred and twenty eight (128) copies of the questionnaire were duly completed, returned, examined and found useful for analysis. The study revealed that the Taraba State Civil Service uses manual recruitment procedure for the recruitment of its staff. Types of recruitment procedures such as placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants were the types of recruitment procedures being often adopted by the Taraba State Civil Service. To address the situation, the research recommends among others that, there is need to automate the recruitment procedure of the Taraba State Civil Service to help reduce cost and time for both the state government and the applicants.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The success of any organization in this modern world depends on the calibre of the manpower that steers its day to day affairs. One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource (Kuyoro, 2012). As an organization needs to succeed, survive and compete effectively in the global economy in this era of globalization, employers of labour must be in the position to propound and practice recruitment and selection of employees in the best way. Studies have shown that the human resource (HR) is the most valuable asset in any organization whether in the public or private sector (Djabatey, 2012). The human factor is therefore fundamental to the achievement of organizational goals. When this vital asset is not properly planned for in terms of who to recruit, the quality of the people to be recruited in terms of educational qualifications, skill and experience, and effective strategies put in place to retain them; meeting organizational goals could become a mirage.

People are vital to organizations as they offer perspectives, values and attributes to organizational life. When managed effectively, the human traits can be of considerable benefits to an organization. This is so because; the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (HRM) (Djabatey, 2012). Given that the primary objective of recruitment is to identify and attract potential employees. Recruitment can be defined as procedures and activities carried out by an organization for the primary purpose of identifying, attracting and influencing the job choices of competent candidates. Recruitment activities are either directed towards external

candidates from outside organizations or towards current employees, in which case it is called internal recruitment. Holm (2012) remarked that recruitment is an integral part of human resources. It involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization. Recruitment process provides an organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies (Shafique, 2012; Mavis, 2014).

Recruiting people with the right abilities reinforces the organizational goals (Boxall, Marky and Rassmussen, 2013). It can be argued that recruitment is a fundamental personnel function that involves analysis of job openings, discovery of pools of suitable prospective candidates, encouraging as well as attracting them to apply to the organization. It is the process that provides an organization with as many qualified job applicants as possible from where the organization selects those that meet the job requirements of available positions. It is instructive to note that unless recruitment is soundly conceived, there can be little hope for securing and building a formidable first rate workforce.

No matter how committed an organization may be about staff recruitment process, there is basically two types of recruitment by which organizations can recruit its staff. Noe, Hollenbeck, Gerhart and Wright (2014) identified two major types of staff recruitment open to the organization as: Internal and External Recruitment. Internal Recruitment refers to a process whereby an organization decides to recruit from within, staff that are found qualified to fill vacant positions. External Recruitment refers to a process whereby external candidates fill an organization's vacant position. Although this process is costlier and takes more time to accomplish, but have advantages that make organizations not to want to ignore it. Bringing into

the organization outsiders in terms of staff recruitment may expose the organization to new ideas or new ways of doing things different from what the organization was used to (Noe et al, 2014).

Taraba state which was created out of the former Gongola State on 27 August 1991, by the military government of General Ibrahim Babangida, is made up of sixteen (16) Local Government Areas and two Special Development Areas. Civil Service is comprised of all servants of the state other than holders of political or judicial offices, who are employed in a civil capacity and whose remuneration is paid wholly and directly out of money voted by parliament or legislature. The State Civil Service is organized around 20 ministries and departments. The ministries have Commissioners as political heads and Permanent Secretaries as career administrative heads under the supervision of the Head of Service. This is to bring about effective administration and hence achieve enhanced performance of the provision of social services for the enhancement of the living standard of the people in the state. These ministries and departments are: Ministry of Justice, Finance and Economic development, Commerce and Industry, Education, Health, Environment, Works and Transport, Youth and Sports, Women Affairs, Science and Technology, Information and Reorientation, Water resources and Urban Development. Others are Culture and Tourism, Agriculture, Local Government and Chieftaincy Affairs, Rural Development, Special Duties and Inter-Governmental Affairs, Cooperation and Poverty Alleviation, Social development (TSORD, 2016). Delivery of recruitment services to these sectors is further complicated by the need to balance role-based skills, departmental or divisional needs, and agency-specific requirements.

Staff recruitment into the State Civil Service is an ongoing process because of its role both as provider of social services to the people and as an avenue to solve the problem of unemployment by using it to provide job opportunity for people in the state. As a result, anyone

wishing to pick up employment with the State Civil Service has to go to the State Civil Service Commission Secretariat, where the applicant is expected to obtain a job application form designed for that purpose. The form is filled out and returned. Once there is a vacant position, those that have indicated their interest by way of completing the application form are invited for interview by the Taraba State Civil Service Commission, the commission established for the purpose of staff recruitment and implementation of personnel policies and programmes. The commission goes through the daunting task of sorting the application forms, screening the applicants. If found qualified and appointable, such persons are given employment into the Taraba State Civil Service (Fieldwork, 2016).

In today's Information Age, it is important that an organisation understands how to manage all of its recruitment information in an effective, efficient and compliant manner. Mavis (2014) stated that the Information management is a dedicated resource planning system which can be used to manage the human resource of an organisation much more efficiently and effectively, saves time and increases the quantity and quality of information available to managers. According to an AIIM report, lack of proper information management can result in taking too long to find competent and qualified candidates who can fill vacant positions in an organization. Studies have shown that proper management of information is critical to organizational growth and success (Mary & Rex, 2013). Recruitment Information management embraces business management concepts of planning, organizing, structuring, processing, controlling, evaluating and reporting. Oluwagbemi and Akinsanya (2010) observed that, it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations.

With the drive towards technological advancement in the information age, Information Management is inevitable in the recruitment of staff. According to Mohammed (2017), IM can be conceived as the systematic adoption, adaption and employment of standardized or modified method and processes of planning, acquisition, organization, control and coordination of efforts and activities aimed at facilitating the location, identification, verification, retrieval and access to information, regardless of format, contents and location; using standardized information handling techniques and skills, and information system technologies. Boxall et al (2013) posited that, Information Management (IM) are increasingly being studied and designed. They seek to provide management with timely, appropriate and understandable information necessary to control the circumstance surrounding an issue and knowledge of the alternatives available. The more pertinent and timely the information, the better the resulting decision. For an organization to achieve its goals of enhanced performance, it must find the right kind of personnel and manage them properly. It is the responsibility of the organization to create conducive work environment, integrating the individual's goals with those of the organization, effective delegation of responsibility and authority, and existence of machinery for conflict resolution as a basis for staff (Mavis, 2014). An organization has no natural memory other than the memory of the individuals within it. Thus since individuals come and go, administrators must develop extensive networks of reporting management information, to retain essential information over long period of time (Crispin, 2014).Organizations cannot exist without staff to complete the production cycle. Hence, the organizations should not take their staff information for granted. Choosing the right candidate for the right place has implications for an organization's goals. The recruitment strategy needs to be dynamic to let the organization grow.

It is crucial for an organization to understand the importance of information management as it offers timely and appropriate information necessary to control the circumstance surrounding information redundancy in recruitment practice (Crispin, 2014). According to Mary& Rex, (2013), Information Management enables better return on investment as it is significantly more cost effective and efficient. In their job Recruiter Budget or Cost Survey, the Society for Human Resources Professionals (2006) identified recruitment information management as the hiring source that provides the best return on investment.

IM enables a firm to manage employees recruitment information in a more effective and organized manner (Crispin, 2014). Essentially, the advent of IM has enabled quite a number of firms to increase their efficiency in terms of reduced time in applications processing and/or the sending of confirmations, acknowledging receipt of applications by firms and providing feedback, to prospective applicants (Mary& Rex, 2013).

1.2 Statement of the Problem

Information management has transformed the recruitment landscape for both employers and applicants and the efficiency with which hiring decisions can take place (Oluwagbemi & Akinsanya, 2010). It can thus be said that organizations need to manage their human resources (HR) effectively by assessing the quality and quantity of the present labour force so as to achieve the organizations objectives. The aim of every organization is to employ the most suitable personnel in order to move the organization to the next level or to beat-up the ever increasing competition in the business world. As global competition persists and organizations becoming more skill intensive, the recruitment of talent workers becomes essential and attracting the right applicants at the right time is getting tougher than ever.

However, preliminary investigation by the researcher revealed that one of the major problems associated with Taraba State Civil Service Commission is their mode of staff recruitment. Some of these are evidenced in the cost associated with manual recruiting, such as cost of advertising using media, time wasted during response to advertisements, wastage of paper in this process, lack of proper information organisation, information redundancy, errors and bias exhibited during the selection process, make it difficult if not impossible to recruit the best qualified applicants for available jobs into the civil service. Kuyoro, Okoli & Abel (2012) and Shafique (2012) supported that manual method of recruiting is very costly and also time consuming, due to the time wastage on sorting applicants' resumes, time taken by applicants in responding to adverts and time spent on advert in various media. Also, it has been observed that whenever applicants applied for vacant positions in the Taraba State Civil Service, the Civil Service Commission goes through daunting tasks of sorting, filing and choosing through a vast list of paper based applications, which usually involved a lot of resources in terms of human capital and costs. It was also been observed that recruitment exercise conducted in Taraba State in 2013, showed low turnout of job seekers within and outside the State despite the high number of unemployed graduates in the State due to the short timing, inadequate circulation of the advertisement, and the risk involved on the highway. It led to an accident which caused loss of lives and properties of some of the job seekers who were travelling from Takum to the State capital to purchase the recruitment form. Could these be as a result of lack of proper information management by the Commission?

Though research on staff recruitment is on the increase, (Djabatey, 2012; Holm, 2012), no study seems to have been carried out to ascertain how staff recruitment information is being manage especially in the Taraba State Civil Service. It is against this background that the study

intends to fill this gap, investigating the recruitment procedures and how the information pertaining staff recruitment is being managed in the Taraba State civil service.

1.3 Research Questions

The research provided answers to the following research questions:

1. What type of recruitment procedure is adopted by the Taraba State Civil Service Commission?
2. What types of information are generated for the recruitment of Staff into Taraba State Civil Service Commission?
3. How is the information for staff recruitment managed by the Taraba State Civil Service Commission?
4. To what extent has the information for staff recruitment managed influence the recruitment Procedure in the Taraba State Civil Service Commission?

1.4 Research Hypothesis

The following hypothesis was tested:

HO_1: The staff recruitment information managed has no significant influence on the recruitment procedure in Taraba State Civil Service Commission.

1.5 Objectives of the study

The objectives of this study are:

1. To identify the type of recruitment procedure adopted by the Taraba State Civil Service Commission.
2. To determine the types of information generated for the recruitment of Staff into the Taraba State Civil Service Commission.
3. To find out the methods through which the information for staff recruitment are managed by the Taraba State Civil Service Commission.

4. To investigate the extent at which the information for staff recruitment managed influence the recruitment procedure in Taraba State Civil Service Commission.

1.6 Significance of the Study

When organizations choose the right people for a job, train them well and treat them appropriately, such people not only produce good results but also tend to stay with the organization longer. This study would assist the Taraba State Civil Service Commission to adopt same measures in managing the employees' information in relation to recruitment.

The study is also very significant because it would add to the existing literature and works already written on staff recruitment information management.

Also, it would afford the Taraba State Civil Service Commission the opportunity to identify the benefits of effective staff recruitment system and challenges facing their current recruitment system and find lasting solutions to them.

It is also beneficial to the academic community and decision makers who deal directly with the human resource management in order to make meaningful proposals and suggestion to improve the Civil Service Commission.

1.7 Scope of the Study

The study was centered on Information Management for the Recruitment of Staff into the Taraba State Civil Service Commission. This is because the researcher was limited by time and resources to have a larger scope in view.

1.8 Operational Definitions of Terms

The following terms were defined within the context of this study:

Civil Service: The body of government employees entrusted with the administration of Taraba State, and mandated to carry out the policy of the government.

Civil Service Commission: the commission established for the purpose of staff recruitment and implementation of personnel policies and programs in Taraba State.

Information: is the additional knowledge a user gets or supplies about/or by employees in relation to recruitment in Taraba State.

Information Management: Is the control over how information is acquired, organized, stored, distributed, and used as a means of promoting efficient and effective information access, processing, and use by employers and employees in Civil Service Commission, Taraba State.

Recruitment: The procedures and activities carried out by Taraba State Civil Service with the primary purpose of identifying and attracting potential employees.

Staff Recruitment: the process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies in Taraba State Civil Service can be selected.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter presents the review of literature that are related to Information Management for Civil Service Staff Recruitment. The literature review was discussed under the following sub-headings:

2.2 Concept of Staff recruitment

2.3 Staff Recruitment Procedure in Organizations,

2.4 Information Generation for Staff Recruitment in Organisations

2.5 Information Management in Organizations

2.6 Influence of Information Management on Recruitment Procedure,

2.7 Review of Empirical Studies

2.8 Summary of Review.

2.2 Concept of Staff Recruitment

Staff Recruitment is one of the major functions of Human Resource Management (HRM). It helps an organization to attract and select the best candidates for the organization. Staff Recruitment "includes the procedures and activities carried out by the organization with the primary purpose of identifying and attracting potential employees" (Parry & Wilson, 2009). It has long been regarded as an important part of HRM as it "performs the essential function of drawing an important resource - human capital- into the organization". Yacoub (2007) see staff

recruitment as a crucial personnel function that requires careful execution, if competent staff are to be employed into an organization. Parry & Wilson (2009) observed that the success of an organization in achieving its goals is enhanced because of the quality of its workforce. On his part, Banjoko (2013) sees staff recruitment as "the process of reaching out, searching for and attracting a large supply of people or a large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job."

Mavis (2014) sees staff recruitment as "the analysis of a job and the features the organization will look for in a potential employee and attracting candidates to apply to the organization and the offering of various terms and conditions of employment to a chosen potential employee". This definition views recruitment as encompassing the process of attracting qualified prospective candidates to apply for jobs as well as choosing the best for appointment to the organization. Recruitment is conceived here to include selection. HRL (2016) opined that staff recruitment is the process of assessing a job, announcing the vacancy, arousing and stimulating people to apply. According to Rynes (2012) the principal purpose of staff recruitment is to attract sufficient and suitable potential employees for vacancies in the organization. According to Holm (2012), staff recruitment is an integral part of human resources and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization. Attracting high quality employees is a source of true competitive advantage, especially in periods of fierce competition (Banjoko, 2013). Recruitment is therefore regarded as an important constituent of HR as its main function is to attract and grow human capital – an important resource, within the organization (Rynes, 2012).

From the foregoing, staff recruitment is a fundamental personnel function that involves analysis of job openings, discovery of pools of suitable prospective candidates, encouraging as

well as attracting them to apply to the organization. It is the process that provides an organization with as many qualified job applicants as possible from where the organization selects those that meet the job requirements of the available positions. It is instructive to note that unless recruitment is soundly conceived, there can be little hope for securing and building a formidable first rate workforce in organizations.

2.3 Staff Recruitment Procedure in Organizations

According to Parry and Wilson (2009) the choice of a particular recruitment procedure or strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Bratton & Gold (2007) remarked that, organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection. Also related to the success of recruitment process are the procedures to adopt and the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of HR. Recruitment can be a function of an organization's in-house HR or it can be subcontracted through a Recruitment Processing Outsourced (RPO) company. An RPO replaces or acts as the internal recruiting function, searching and attracting new employees for an organization. Either way, recruitment follows a process.

According to Mondy (2010) a recruitment procedure begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities. Information from job analysis and human resource planning activities activate the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization (Cascio, 2013). After this phase, the organization devises selection tools to help sort out the relative

qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones et al., 2010). Those tools include applications and resumes, interviews, reference checks and tests. The essence of these recruitment activities is for the organization to appoint the best applicant with the right ability, temperament and willingness (Holm, 2012).

2.3.1 Traditional Staff Recruitment Procedure

In his study about the evolution of E-recruiting, Lee (2005) made note that the traditional recruitment procedure follows a step-by-step sequential process. Holm (2012) in her study about E-recruitment and the recruitment process, illustrated a visual summarization (Figure 1) of the traditional recruitment procedure which was adopted from various HRM sources, including Lee's version of organization performance.

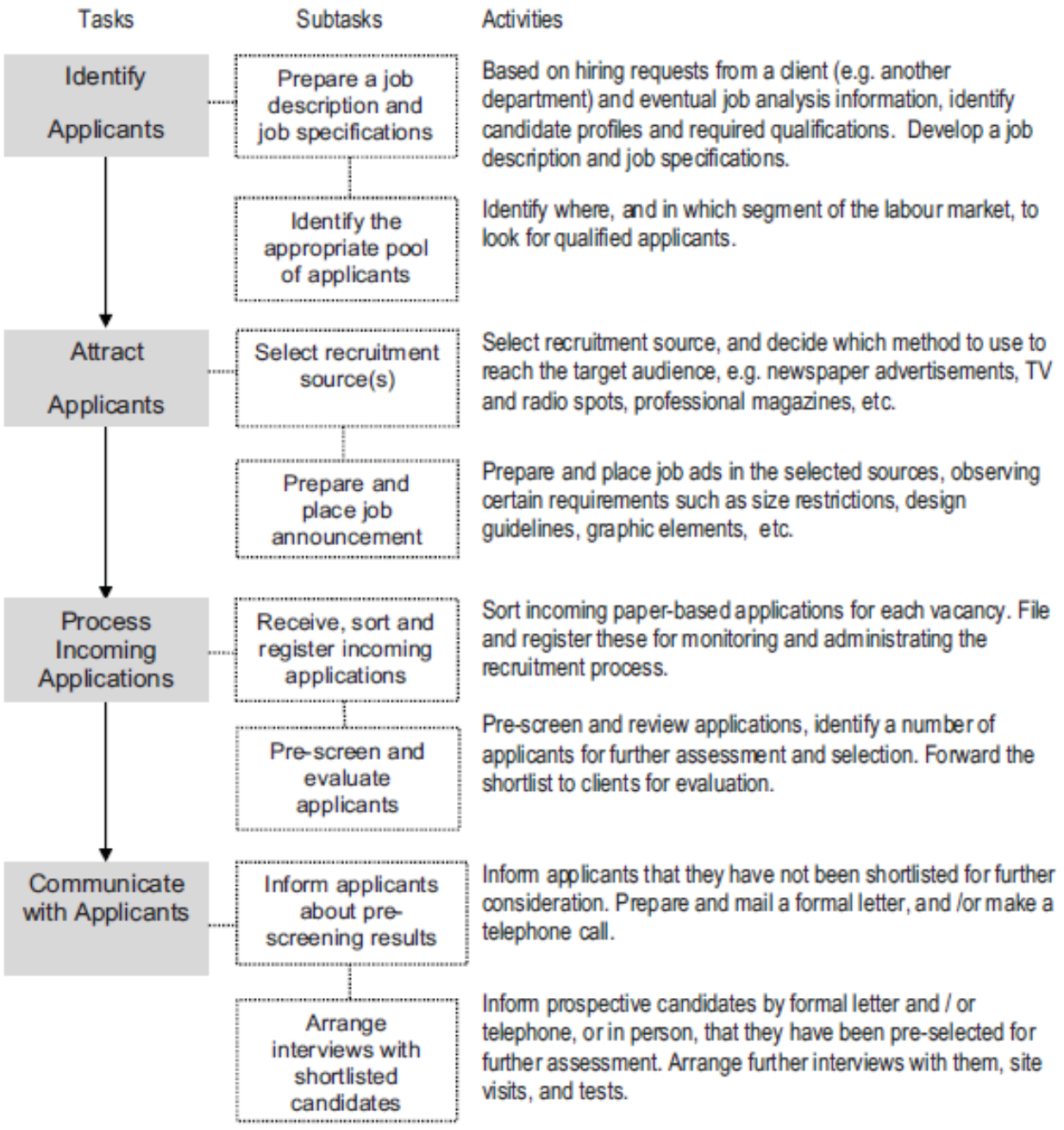


Fig. 1 Anna Holm's Traditional Recruitment procedure (2012)

Holm (2012) found out that the first task of recruiting is to identify the hiring needs. The organization relies on Human Resources plots to understand the requirement for long-term and short-term strategies. It is these strategies that will underline the path the organization will utilize. Once hiring needs are identified, the subtask of creating a job description, job specifications and identifying the appropriate pool of applicants is crucial. The one responsible

for the job analysis proceeds to review the job elements and essential knowledge and skills for the position. There are many methods of the job analysis, for example; the individual interview and group interview methods where an individual or group of people currently in a similar role can discuss with Human Resources the job specifications and expectations. When a role does not currently exist, the technical conference method is of value where subject matter experts who have extensive knowledge of the main job duties can give input to the Human Resources (DeCenzo;Robbins;& Verhulst, 2013). This stage is the base of the recruitment procedure.

Holm's (2012) second stage of the recruiting procedure is to attract potential ideal candidates by preparing the job announcement. Ideally, the recruitment source and advertisement would be chosen by the industry and position the company is requesting to reach the target audience. In order for a candidate to know about the job, the job announcement must be attractive, loud and clear. The third task is the processing of incoming applicants. This consists of receiving, sorting, pre-screening and evaluating applicants. During this task, it is also important for the recruiter to communicate with the hiring manager of the position. The hiring manager will help the recruiter formulate the next step for the next task of the procedure. Lastly, communication with the applicant is critical. There is fierce competition or "War for Talent" for the best hires. A recruiter who does not have good communication skills could lose valuable applicants. After pre-screening, the recruiter discusses the next step of the application with the manager which can result in ending the process or shortlisting the candidate for interview.

Though technology may constitute an increasing proportion of recruitment method in recent years, it was never the predominant method in which employees were usually hired, despite being the most costly and time consuming method.

2.3.2 Electronic Staff Recruitment Procedure

In his study on Internet recruiting, Cappelli (2001) examined different service providers, new technologies, and companies' recruitment strategies. In his view, the e-recruitment process consists of three major steps: attracting, sorting, and contacting candidates.

Attracting: This involves the appropriate design of web pages, using electronic networks for promotion, and tracking potential candidates on the Internet and in online databases.

Sorting: involves the screening of candidates with the help of sophisticated on-line tests.

Contacting the Candidates: In contacting candidates, e-recruitment systems are a big help, since they enable communication tasks to be automated.

Lee (2005) who studied the evolution of e-recruitment systems and analyzed the corporate career websites of Fortune 100 companies, emphasized that e-recruitment has fundamentally changed the corporate recruiting process from batch mode to continuous mode, suggesting a major change in the business process. Unlike the traditional paper-based recruitment procedure, e-recruitment allows around-the-clock collection and processing of job applications. Thus, according to Lee (2005) a modern e-recruitment procedure is a two-way communication process, web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters. Singh and Finn (2003) concluded that the increased use of ICTs in recruitment has had a fundamental impact on all aspects of an organization's recruitment function, including people, processes, organizational structures, and forms. They suggested that new processes are needed to lower costs, accelerate transactions, improve efficiency, and provide better service. One example of such processes is the automated pre-screening of applicants.

According to Holm (2012) the main changes in the recruitment process design using e-recruiting vis-à-vis the traditional paper-based recruitment process were in the sequence of the process tasks. Unlike in the traditional recruitment process, the task of communicating with

applicants and processing incoming applications was performed simultaneously with the task of attracting applicants, suggesting a major change in the recruitment process design. The technology used enabled communication with current applicants to start simultaneously with the posting of job advertisements, and to be continued throughout the entire recruitment process. Apart from the apparent change in timing, the subtask of informing applicants about the pre-screening results was transformed into that of informing them about the progress of their applications. Furthermore, in all case companies, the subtask of pre-screening incoming applications was often initiated shortly after job advertisements were posted online. In this way, the task of communicating with candidates becomes one of the focal tasks, because it "binds" several tasks and subtasks in the process and is performed practically throughout the entire recruitment process.

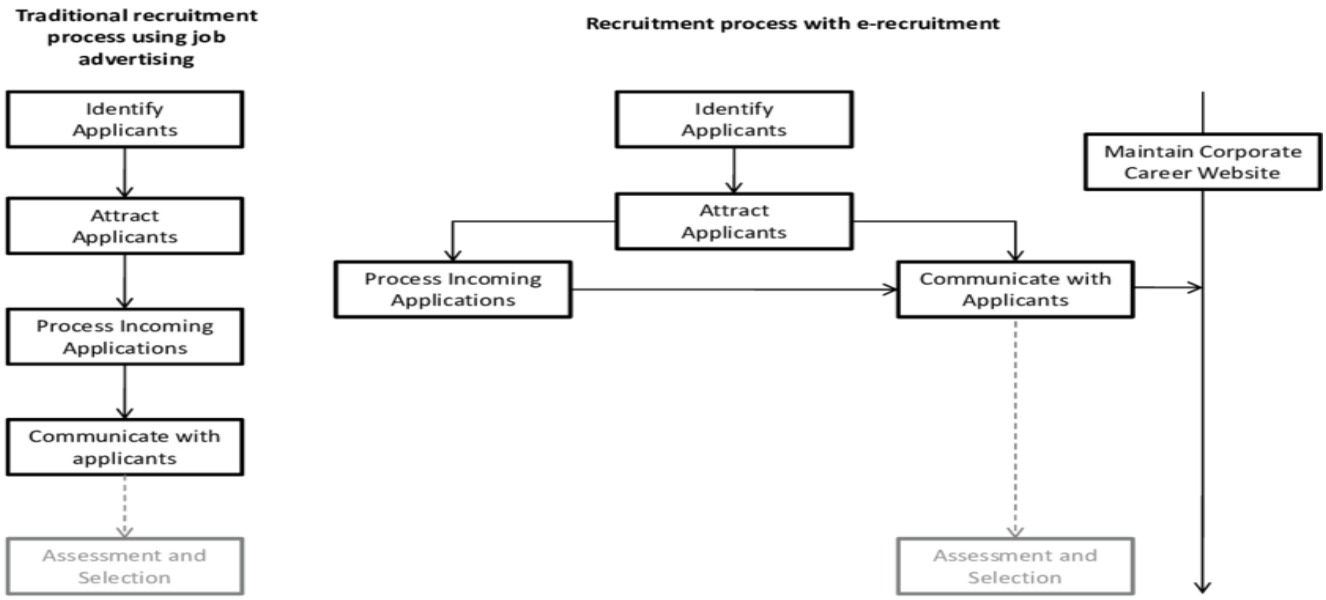


Fig 2 Comparison of Traditional vs E-recruitment system tasks.

Therefore, this procedure which is web-enabled, time- and space-independent, and a ubiquitous system for both job seekers and recruiters, having a fundamental impact on all aspects of an organization's recruitment function, including people, processes, organizational structures,

and forms. Reducing the sequence of the process tasks. Unlike in the traditional recruitment process, the task of communicating with applicants and processing incoming applications was performed simultaneously with the task of attracting applicants, suggesting a major change in the recruitment process design.

2.4 Information Generation for Staff Recruitment in Organizations

Recruitment information involves a game plan which management of an organization adopts to stake out the organizations aims and objectives, market position, required skills and duties of the intended applicants, and then attract competent employees who can fill the available positions and compete successfully, conduct operations and achieve organizational goals (Thompson, et al, 2009). Excellent recruitment information will help organizations to communicate to job seekers what it is you are looking for in a candidate. The information generated helps candidates understand what the requirements are regarding work experience, education, skills and essential duties of the position (Thompson et al, 2009) and "detailed information about an advertised position is the best test of managerial excellence – and the most reliable recipe for winning in the marketplace" (Ansoff, 2014). According to International Standard Organisation (ISO, 2016) generating the right information such as a comprehensive curriculum vitae is intended to bring out what the company needs and the required skills or abilities needed to carry out the job.

The sources from which an organization recruits its staff, the modality for the recruitments, and when it decides to recruit them require crucial decisions and the right job description plan, if the organization is to have competent workforce. Staff recruitment is a serious organizational affair. This is because, it has been observed that the success and failure of an organization to a greater extent depends on the calibre of staff in an organization arising from

the level of importance attached to the recruitment of its workforce (Cascio (2013). Cascio (2013) further argued that recruitment is a form of business competition. It is fiercely competitive, just as corporations compete to develop, manufacture, and market the best product or service. Hence, they must also compete to identify, attract, and hire the most qualified people. Barber (2008) is of the view that staff recruitment consists of any procedure or activity carried out by an organization with the primary purpose of identifying and attracting potential employees. As important as staff recruitment is to the successful realization of competent workforce in an organization, organizations do not have the same strategies put in place by them to get the job of recruitment done. Olian and Rynes (2014) posited that because of differences in organization's strategies in terms of who to recruit and how to go about the recruitment exercise, necessitate organizations more often to assign different degrees of interest to staff recruitment.

Therefore, generating the right and detailed information with the right job description plan, will help the organization to attract and recruit competent workforce.

2.5 Management of Information in Organizations

'Management' and 'information' are two commonly used words with many shades of understanding (Michael, 2006). The shades become shadows when the words are brought together as 'information management', where interpretation is subject to a range of interests and contexts. When information is to be managed corporately, the perspective from which it is approached varies considerably according to the background of different professions whose orientation may for example be behavioural, technological, managerial, or educational. According to Roos and Svensson (2012) information management (IM) is a broad term that has various meanings and interpretations among different constituencies. Often, the term is used interchangeably with others. Information management concerns the control over how

information is created, acquired, organized, stored, distributed, and used as a means of promoting, efficient and effective information access, processing, and use by people and organizations. According to Choo (2002), information management is often equated with the management of information resources, the management of information technology (IT), or the management of information policies or standards. Maceviciute & Wilson (2002) suggested that information management draws upon ideas from both Librarianship and Information Science. Leidner (2006) is of the view that IM is a life cycle of processes that support the organisation's learning activities, identifying information needs, acquiring the information, organizing and storing the information and using the information. Mohammed (2017) simply put that IM comprised of three basic activities and processes:

a) Information input: generating, gathering, collection and acquisition of relevant information irrespective of the type, nature, category and source regardless of the methodology employed or adopted to secure the information needed;

b) Information processing and storage: arrangement, organization, control and safe keep of information according to a given principle, order or standard for easy identification, location and retrieval; and

c) Information output: information distribution, sharing, dissemination and transfer for easy access and utilization, i.e. ways and means through which the needed information would get to the right customer at the right time and in the right package (Mohammed, 2017).

Information is so crucial to all aspects of our lives that we literally cannot afford to manage it badly. Information management therefore, underpins the key activities of planning, analysis, action and, above all, learning and development.

2.5.1 Process Model of Information Management

Choo (1995; 2002) presented a process model of information management (figure 3). In the process model, Easterby-Smith et al, (2008) illustrated the information management process as a continuous cycle consisting of six interlinked activities supporting and working in parallel with the learning activities of an organization. These activities are identifications of information needs; information acquisition; information organization and storage; development of information products and service; information distribution; and information use. The process then restarts at the right-end with adaptive behavior when new information is created by the organization. The system aims to provide the end-users with relevant information. Intelligent organizations gain from having access to varied sources of good quality information. Thus, it is beneficial to be provided with information through various information products and services able to cover different time horizons and different information focuses (Choo 1995).

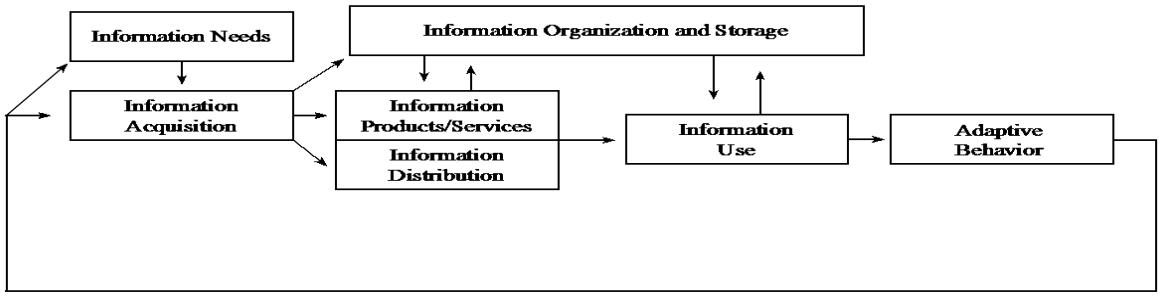


Fig 3 The Process Model of Information Management -Adapted from Choo (2002)

Information Needs: Choo (2002) described information needs as originating from when organization members seek information about how to make decisions and solve problems in organizational specific situations and experiences encountered in uncertain and volatile environments. Moreover, these situations and experiences are composed by several factors in addition to those related to the subject itself. For example, functional constraints, organizational style, professional norms, degree of risk, amount of control, and so forth (Choo, 2002). MacMullin and Taylor (2004) remarked that the identification of information needs should focus on being representative for the true needs of the users. Roos and Svensson (2012) emphasized that the true needs of the users must be the basis for a well-functioning information management process. This is especially important today as information is very fluid and constantly created, database content is continually changing, web pages are frequently updated and news come on a 24-hour basis. The high creation speed of information makes it very important that everything is accurately documented in order for the users to find it when needed.

Information Acquistion: Information acquisition is in turn driven by information needs and must be performed in a way that correctly addresses information requirements of the organization. However, information acquisition is a complex function since it has to combine two opposing demands: the wide-ranging diversity of the organization's information needs and the limitations of human attention and cognitive capacity. Furthermore, it is important to evaluate the sources of information and to constantly match sources with information needs of the organization, which in turn also has to be constantly re- examined (Choo 2002; Ferratt, 2009). When creating information, it is important to make sure that the document contains relevant content and contextual

information. This must be done in order to ensure that the transaction in question has been fully and appropriately documented, but also so that the document has value as a source of information to others. (JISC, Information Management)

Information Organization and Storage: Historically, the storage of information has been used to streamline paperwork procedures and to reduce the actual cost of information handling (Roos and Svensson, 2012). In the efficient organization however, the value is that a well-functioning information storage system makes it easier to find information addressing more specific purposes or problems (Choo 2002). Effective storage constitutes a vital part in the organizational memory and enables personnel to go back and look at organizational history and thereby find ways/methods used in the past. Also, the memory stored in a database constitutes a vital source for decision-making (Roos and Svensson, 2012).

Information Products and Services: The information products and services are closely interlinked to the organization, storage and distribution of knowledge. The products and services can be seen as a helper in sharing stored information. Information products and services should, in order to be meaningful, address matters relevant for solving different types of problems (Choo 1995, 2002). An information system is usually consisting of a combination of people, hardware, software, communication networks, data resources, and policies and procedures that stores, retrieves, transforms, and disseminates information in an organization. Information systems are central components in any successful information management process and must therefore be carefully managed and adapted to an organization's specific needs (Marakas and O´Brien 2007). Thus, it is not enough to have well- structured data in order for an information management system to be efficient.

The database has to be accompanied by equally developed hardware and software. These two function as a facilitating link between the data and end user. The search procedure is the central part within the interaction between the user and the catalog (Roos and Svensson, 2012). The end-user also plays an important part in the information system. Thus, it is important that the product takes its start-off in the user opinion towards key-features such as application input, processing, output and storage. The users should also get training in how to use applications and programs correctly (Roos and Svensson, 2012).

Information Distribution: Information distribution is important since it is the process for redistributing and sharing information from different sources throughout the group. A well-functioning information distribution process facilitates more active learning in the organization and makes it more likely that information is retrieved from the system, which in turn further increases the possibilities for new learning by linking previously separate information together (Roos and Svensson, 2012). The information distribution is highly dependent on the previously discussed features storage and products and services. This is the case since the potential distribution of information is largely affected by how well-functioning the products distributing the information is, which in turn is affected by how well stored the information is. In the process model by Choo (2002), the sharing and distribution of knowledge and information is a prerequisite for perception and interpretation. Moreover, the delivery of information should be implemented in ways adapted to work-procedures and preferences of the end-users, and focus should be on providing them with as good information as possible for performing their work. (Choo 1995, 2002)

The distribution of information is highly dependent on the information intermediaries previously discussed, i.e. the products and services. An intermediary can be seen as independent information processing system carrying out the information acquisition, processing, organizing and distribution based on the end user's information need. In short, the information intermediary can be seen as a system that mediates between the producers and consumers of information (Roos and Svensson, 2012).

Information Use: This element in the information management process model describes how information may be interpretive process in order to make meaningful and function as a basis for decision-making processes. "In organizational learning, individuals use information to create knowledge, not just in the sense of data and facts but in the form of representations that provide meaning and context for purposive action." (Choo, 2002). Thus, there should be flexibility in information representation in the information processes for facilitating that information is used for creating meaning and promoting understanding for how to solve problems (Choo, 2002).

2.6 Influence of Information Management on Recruitment Procedure

According to Mavis (2014) the use of information Management in recruitment is fastest and cheapest method of recruiting. Jobs can be posted on system for a modest amount, remain there for a longer periods at no additional cost - and are available twenty-four hours a day. Candidates can view detailed information about the job and the organization and then respond electronically. Information Management (IM) assists Human Resources (HR) professionals in the delivery of services and affects all HR procedures in every organization. IM has the capacity to make posting and updating job adverts easy for recruiters. According to Banjoko (2013), the most prominent effects of IM on recruitment procedure are:

Better quality candidates: Candidates usually attracted and recruited using Information Management system are usually young, educated, computer literate, and have some understanding of the processes and functions of the recruiting organization (Ganalaki, 2002). Parry (2009) stated that the evolution of technology in electronic recruitment has allowed employers to extend their search to the broad network so as to attract potential candidates. This search extension has allowed organizations to broaden the geographic and demographic scope of their search, helping them attract high quality candidates from a variety of sources (Cober et al, 2004). Elgin and Clapham (2009) also conformed to this by illustrating that the use of IM in recruitment has demolished predominant geographical, cultural or time constraints that had once narrowed job applications from prospective candidates. Online recruitment technology also allows companies to filter, deter and weed out unsuitable candidates through the administration of organizational fit tests and application screening, whilst still maintaining a positive view of the firm (Parry and Wilson, 2009). Thus by extending recruitment advertisement over the web in order to attract the broadest selection of applicants possible, and then removing unsuitable candidates through the use of filters, online recruitment helps the company attract the best quality candidates from the broadest net possible. Parry (2009) concluded that these benefits are well suited to today's workplace where diversity is appreciated and proclaimed as a source of competitive advantage, especially in global companies.

Improved platform for information sharing: Another advantage of information management, as depicted by Banjoko (2013) is the nearly infinite space for companies to communicate information about themselves, opportunities and benefits

offered to prospective candidates. Websites are a very effective platform for portraying an organization's achievements. They can also provide information regarding current and future vacancies (Cober et al, 2004). Information can also be customized to suit potential new employees, if there preference has already been known. Lin and Stasinskaya (2002) discuss other advantages such as improved accuracy and verifiability of information gathered through Internet sources. Cober et al (2004) also depicted that ease of use and interactivity of corporate websites, and the information contained in those portals, are powerful factors that make online recruitment far better than traditional methods. Highhouse et al (2004) confirmed these arguments by stating that the web provides interactive possibilities for organizations to present candidates with realistic job previews, as this could create positive reactions towards the organization. Information shared through these portals also more valuable in the longer term, as they convey the organization's value and help shape the psychological contracts of new employees (Cober et al, 2004)

Efficiency: Rozelle and Landis (2012) suggested that recruitment through appropriate channels offers the organization a quick and efficient method of identifying and classifying a virtually unlimited number of job applicants. Rozelle and Landis (2012) also stated that the most immediate benefit of effective information management, is the greatly improved degree of recruitment process management being offered. He further explained that every phase of the recruitment process is facilitated by a more streamlined online system. Previous daunting tasks such as coding, sorting, filing and routing application materials are now processed automatically with the use of technology. Parry (2009) confirmed these attestations and also added that the average

recruitment cycle is now about a third of what it was before the emergence of Internet recruitment, and that online recruitment offers quick, effective and cost efficient means of accessing potentially suitable workers. It also encourages quicker response and reduces turnaround and communication procedures.

Cost Effectiveness: This improved operational efficiency associated with recruitment information system also contributes significantly to its cost effectiveness. Younger (2007) explained that the costs associated with developing and implementing complete corporate recruitment platforms is mostly inconsiderable and often a small fraction of traditional recruitment costs. This is because publishing a company's vacancies through their own corporate website, and also advertising through job boards, costs so much less than traditional approaches such as the newspaper (Othman and Musa, 2006). This arguments are supported by a CIPD (2009) survey in which 71% of employers claimed to have adopted online recruitment as a method of reducing recruitments costs, while 60% use it to broaden the candidate pool and 47% use it to reduce recruitment cycles.

The cost savings inherent in recruitment information systems are reported to be as high as 90% of traditional recruitment costs (Othman and Musa, 2006). It also results in time saving and can help achieve faster recruitment cycles (Parry and Wilson, 2009). Ansoff (2004) also reports that the early deterrence of unsuitable applicants represent a significant cost saving, as companies would not need to accommodate or interview candidates who may eventually not pass traditional paper based psychometric tests. Now that these can be done online, only suitable candidates are invited for interviews and catered for.

2.7 Review of Empirical Studies

In a study conducted by Mavis (2014) titled "Employee Recruitment and Selection Practices In The Construction Industry In Ashanti Region" showed that Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organization in terms of achieving its ultimate goal (Costello, 2006).The purpose of the study was to identify employee recruitment and selection practices in the construction industry within the Ashanti region. The study focused particularly on identifying existing recruitment and selection methods adopted by construction companies, identifying challenges encountered and making some conclusion and recommendations based on the findings. The study also reviewed literature on recruitment and selection. An entire list of sixty-two (62) contractors obtained from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014) was used for the study. Questionnaires comprising of both closed and open-ended multi-choice type of questions were used to ascertain respondents' views on peculiar issues pertaining to employee recruitment and selection practices. The findings of the study revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence construction workers" performance. A number of challenges were identified as barriers hindering effective recruitment and selection of workers, which includes: poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers. It was

recommended that before recruitment and selection all job profiles reflect the real requirements of the job.

In a research conducted by Gberevbie (2008) on Staff Recruitment, Retention Strategies and Performance of Selected Public and Private Organizations in Nigeria, focused on the comparative analysis of staff recruitment, retention strategies and performance of public and private organizations in Nigeria. For any organization to experience enhanced performance, a competent workforce is required. Competent workforce on the other hand, required appropriate staff recruitment and adequate retention strategies to bring into the organization the needed workforce and retain them for performance. The purpose of the study was to identify the unique role under-taken by competent personnel in bringing about the realization of the goals and objectives of organizations whether in the public or private sector. The objectives of the study were to comparatively examine staff recruitment, retention strategies, labour turnover, job satisfaction, reward systems and performance of six selected public and private organizations in Nigeria. The organizations are the Federal, Delta and Lagos State Civil Service (public sector); and Nestle Nig. Plc, Nigerian Breweries Nig. Plc and Zenith Bank Nig. Plc (private sector). The study adopted the Chi-Square (two-tailed) analytical technique (error, $\alpha = 0.05$ percent) to test the significant relationship between the independent variables of staff recruitment, retention strategies, labour turnover, job satisfaction and reward systems; and the dependent variable – performance in the public and private organizations in Nigeria. In addition, the study adopted Cramer's V analytical technique to determine the degree of association between the dependent and independent variables. Furthermore, the Mann Whitney– U (two-tailed) analytical technique (error, $\alpha = 0.05$ percent) was adopted to compare the views of respondents in public and private organizations on the impact of staff recruitment and retention strategies on organizational

performance. The study revealed a significant relationship between staff recruitment, retention strategies and performance in the public and private organizations. The study among others showed that private organizations institute better strategies to aid staff retention hence their enhanced performance, which was manifested in increased profit. Consequently, the study concluded with a prognosis for management across the two sectors in their desire to recruit and retain competent workforce for enhanced performance.

Misati (2013) also conducted a research on the Influence of E-Recruitment Implementation on Employee Selection and Recruitment at Kisii Level 5 Hospital, Kisii County, Kenya. The study explored the implementation of E-recruitment system; the study was applied to the Kisii Level 5 Hospital. The population of the study included all Kisii Level 5 Hospital staff working in hospital at different levels that consist of 150 employees; the descriptive method was used to achieve the objectives of the study. Written questionnaire responses from 125 staff member working in the Kisii Level 5 Hospital and mainly who were working in the field of recruitment and Human resources. Research findings showed that there is a direct relationship between E-recruitment and the benefits, importance and advantages of using the system for the Kisii Level 5 Hospital, the E-recruitment implementation Center has adequate infrastructure that is capable of running and maintaining a proper use of the E-recruitment system in terms of having the needed software, servers and hardware, on the other hand, the top managements has a positive impact on supporting the implementation of the E-recruitment system in the Kisii Level 5 Hospital through allocating the necessary budget to be in line with other international online recruitment systems. Also the findings showed that E-recruitment system used in the Kisii Level 5 Hospital neither provide the possibility to send online tests nor conducting interviews via video link with the job seekers who are being shortlisted as the first candidates for the vacancies. The

research recommended that the Kisii Level 5 Hospital need to enhance the E-recruitment system in order to reduce the financial and administrative costs rising from advertising the vacancies in newspaper, magazines and other websites, the number of job seekers who are interested to apply for the vacancies as they can simply access the organizations websites, overview the jobs and apply online for the jobs with only one click. Also E-recruitment systems need to improve the way of monitoring the online recruitment process in terms of short listing, trenching, tests , interviews and to have an internal electronic tracking system for the status of job seeker's application at each stage of the recruitment process.

2.8 Summary of Review

This chapter reviewed various researches conducted worldwide that are related to Information Management for Civil Service Staff recruitment. From the review, it was evident that Civil Service have for a long time now made use of the traditional recruitment procedure despite the cost associated with it, such as cost of advertising using media, time wasted during response to advertisements, wastage of paper in this process, lack of proper information management, redundancy, errors and bias exhibited during the selection process, makes it difficult if not impossible to recruit the best qualified applicants for available jobs into the civil service. Many organizations are rapidly employing modern electronic information management in the recruitment of its staff which the civil service is not an exception. It is also pertinent from the review that considerable amount of literature exists on Staff Recruitment, however there were few studies on Information Management for Civil Service Staff Recruitment, in effects which shows that there is no literature(s) that specifically discussed on Information Management for Civil Service Staff recruitment especially in Taraba State. In conclusion, this study is unique and different from other studies mentioned earlier for the fact that none of the discussed studies focus

on Information Management for Staff Recruitment in Taraba State Civil Service Commission and this is the gap this study would fill in literature.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology and procedures to be employed in carrying out the study. It covered the following sub-headings:

3.2 Research Method Adopted

3.3 Population of the Study,

3.4 Sample Size and Sampling Techniques

3.5 Instruments for Data Collection,

3.6 Validation and Reliability of the Instrument

3.7 Procedure for Data Collection

3.8 Procedure for Data Analysis.

3.2 Research Method Adopted

The research method adopted for this study was quantitative research approach. Quantitative research is a research that deals with variables that are measurable in a systematic way and their relationships with an intention to explain, predict and control phenomena. This type of research corresponds to identifying the characteristics of an observed phenomenon, or exploring correlations between two or more entities (Salford and Trochim, 2007).

The descriptive survey research design was adopted for this study due to the nature of its subject. Survey is a form of descriptive research used when dealing with a very systematic

collection of data or information from population or a sample of the population. It was selected because it provides an accurate account of characteristics such as behaviour, opinions, attitudes, abilities, beliefs and knowledge of a particular individual, situation or group on a given subject. It has numerous advantages attributed to it by statisticians and professionals such as Busha and Harter (1980), Aina and Ajiferuke (2002). They observed that descriptive survey design could be conveniently used in the study of large and small populations without sacrificing efficiency in addition to time and money and accuracy. Muranda (2004) observed that survey research is one of the most popular techniques for collecting quantifiable data. According to Punch (2005) descriptive study or survey often involves summarizing specific factual information into empirical generalization. Sulaiman (2007) also expressed this much, when he said that the aim of a survey research is to obtain information from sample of respondents that relate to the problem being investigated. The use of survey research method is suitable for this work because the study is aimed at surveying Information Management for Civil Service Staff recruitment in Taraba State. Mohammed (2005) noted that a research design is said to be a survey design if it has no control group. It involves the gathering of required data and information from observation of samples of a given population devoid of any manipulation of cause and effect relationship.

3.3 Population of the Study

Population of a study is the people and objects that the researcher is studying. Ifidon & Ifidon (2007) referred to population as the entire entity that is of interest to the researcher. The target groups for this study were the Staff of the Taraba State Civil Service Commission. Their total number being one hundred and thirty six (136) as obtained from the Taraba State Civil Service Commission (2016). The reason for using the target members of this population is because they serve as employment agents for the Taraba State Civil Service. The breakdown of

the number of staff (respondents) in the Taraba State Civil Service Commission is presented as follows:

Table 3.1: Population of the Study

S/N	Grade Level (GL)	Number of Staff
1	GL 1 – 5	25
2	GL 6 – 10	60
3	GL 11 – 17	51
Total		**136**

Source: Taraba State Civil Service Commission (2016)

3.4 Sample Size and Sampling Technique

Census sampling was used and as such, all the 136 staff of the Taraba State Civil Service Commission were used for this study. This is due to the fact that the population of the study is not too large, and the researcher can provide treatment to each of the staff. According to Habu (2008) the researcher is at liberty to use the entire population if the population is less than 200. Salford (2007) opined that there is no specified percentage of samples to a population as far as the sample will truly represent the population under study.

3.5 Instrument for Data Collection

The instrument used in collecting data was questionnaire. The questionnaire was designed by the researcher essentially for collection of data on Information Management for Staff Recruitment in Taraba State Civil Service Commission. Habu (2008) sees questionnaire as one of the survey research techniques aimed at eliciting information on a particular subject of research by using predetermined sets of question for individual to respond.

The questionnaire is in five (5) sections. Section 'A' elicits information on demographic data. Section 'B' information on the types of recruitment procedure adopted by Taraba State Civil Service Commission, Section 'C' on types of information generated for recruitment, Section 'D' on how Information for Staff Recruitment is managed in Taraba State Civil Service Commission and Section 'E' on extent to which information being managed influence recruitment procedure in the Taraba State Civil Service.

3.6 Validation and Reliability of the Instrument

The instrument for data collection was tested for validity and reliability as follows:

3.6.1 Validity of the Instrument

Mohammed (2005) noted that the instrument for data collection is said to be valid when it is able to produce correct responses from the subject of the sample study. In order to ensure that the questionnaire is capable of eliciting the required data and information used for this study, it was subjected to content and face validity. Content validity was done by supervisor(s), research experts and colleagues in the Department of Library and Information Science, Ahmadu Bello University, Zaria for proper validation. Corrections, vetting and suggestions by the aforementioned was incorporated in the final copy of the questionnaire before administering it.

3.6.2 Reliability of the Instrument

In order to ensure the reliability of the questionnaire distributed, a pilot study was conducted at Adamawa State Civil Service Commission (CSC). The choice of this CSC is because of the similarities of the commission. It is part of the defunct Gongola State and it did not form part of the scope of the study. The aim of the pilot study was to measure the reliability of the instrument used, and explored the likely difficulties to be encountered working with the

staff of the civil service commission. Eight copies of the research instrument were distributed to 8 staff of the Commission. The copies of the questionnaire were correctly completed and returned by the respondents because the researcher personally supervised the completion. This is in line with Dangani (2010); Adigun (2011) who noted that pilot testing is usually done on a much smaller scale than the main study but under the same or similar conditions. The reliability coefficient of the study showed that none of the items was ambiguous or difficult to the respondents.

The reliability of the instrument was determined using a split half technique; here the internal consistency of scores using scores from a single testing is used. A single test was administered but two scores were obtained for each individual, this means that the test was divided into two halves and sub-scores were obtained for each half. The two sub-scores were then correlated using Product Moment Correlation Coefficient to get the reliability co-efficient of the scale. The general reliability co-efficient of each of the various questions included in the scale is r = 0.75. This was considered adequate for both reliability coefficient and internal consistency of the research instrument. Besides, this result confirmed the reliability of the test since reliability coefficient lies between 0.5 to +1.

3.7 Procedure for Data Collection

The researcher solicited the cooperation of the authority of the CSC and Heads of divisions for administration of the questionnaire on their respective staff using the introduction letter the researcher collected from the Department. Also, the researcher administered the copies of the questionnaire personally with the assistance of two (2) research assistants who were mainly the staff of the Commission studied. However, the respondents were given enough time to complete the questionnaire. The researcher used two weeks to distribute the copies of the

questionnaire in the CSC, and two weeks for retrieving back the questionnaire from the respondents.

3.8 Procedure for Data Analysis

The data collected for this research was presented and analyzed using descriptive and inferential statistics in order to obtain the relevant answers to the research questions formulated. In this regard, frequency distribution tables, simple percentage, mean and standard deviation were used to analyse the research questions, while inferential statistics such as Chi-Square was used to test the hypothesis. This enabled the researcher present a consistent and well understandable interpretation of data collected.

Response from Section 'E' of the questionnaire was based on Highly Influence, Influence, Rarely Influence, Not Influence, and undecided response, This was analyzed using Likert scale measurement. The decision rule adopted was that since the item was based on a 5 points scale, the items which have mean value of 3.0 and above were accepted and items with mean values less than 3.0 were rejected. The sum total of weighted responses from the respondents on each of the options was calculated as derived from the question.

For the Likert rating scale type questions, the mean formula used to analyze the data is:

$$Mean(\bar{X}) = \frac{\sum Fx}{N}$$

Where $\bar{X}$= Mean

$\sum$= summation

x= Raw Score

N= Number of respondent

The mean calculated will be based on the response of the respondents as follows

HI - Highly Influence - 5

I - Influence - 4

RI - Rarely Influenc - 3
NI - Not Influence - 2
UD - Undecided - 1

$$mean = \frac{5+4+3+2+1}{5} = \frac{15}{5}$$

Mean= 3

The formular for simple percentage used for data analysis of this study is:

$$Simple\ Percentage = \frac{F}{N} \times \frac{100}{1}$$

Where F = Frequency of respondents
N = Number of responses

The formular for standard deviation used for data analysis of this study is:

$$\boldsymbol{SD} = \sqrt{\frac{\sum(\boldsymbol{X} - \bar{\boldsymbol{X}})^2}{\boldsymbol{N}}}$$

Where

$\bar{X}$= Mean

$\sum$= summation

x= Raw Score

N= Number of respondent

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presented the data collected, analysed and discussed. These were presented under the following sub-headings:

4.2 Response Rate

4.3 Demographic Analysis of the Respondents

4.4 Descriptive Statistical Analysis

4.5 Inferential Statistical Analysis

4.2 Response Rate

A total of one hundred and thirty six (136) copies of questionnaire were distributed to the Staff of the Taraba State Civil Service Commission. One hundred and twenty eight (128) copies of the questionnaire were duly completed, returned, examined and found useful for analysis. This represents 94.1% response rate. Table 4.1 presents the distribution of the response rate.

Table 4.1: Response Rate

S/N	Grade Level (GL)	No. of Questionnaire Distributed	No. of Questionnaire Returned	% of Questionnaire Retrieved
1	GL 1-5	25	20	14.7
2	GL 6-10	60	58	42.6
3	GL 11-17	51	50	36.8
Total		**136**	**128**	**94.1**

From Table 4.1, a high response rate of 128 (94.1%) was realized. The high response rate was achieved because the researcher personally administered and collected the copies of the questionnaire. In addition, good relationship was established between the researcher and the respondents which led to on-the-spot completion of some of the copies of the questionnaire by the respondents.

4.3 Demographic Analysis of the Respondents

This section presented the demographic information of the respondents. This included their gender, marital status, academic qualification, and years of working experience.

4.3.1 Gender Distribution of the Respondents

The respondents in this study comprised of both male and female Staff of the Taraba State Civil Service Commission. The inclusion of gender as a variable in this study is very important because it made the study free from gender bias. The distribution of the gender of the respondents was presented in Table 4.2.

Table 4.2: Gender Distribution of the Respondents

S/N	Gender	Frequency	Percentage (%)
1	Male	83	64.84
2	Female	45	35.16
Total		**128**	**100**

The Table 4.2 revealed that 83 (64.84%) of the respondents were males and 45 (35.16%) of them were females. The reason for the more percentage of the male respondents compared to that of the female was that male staff were employed than their female counterparts. This implied that males dominated their female counterparts.

Table 4.3: Distribution of the Academic Qualification of the Respondents

S/N	Academic Qualification	Frequency	Percentage (%)
1	SSCE	19	14.84
2	OND	26	20.30
3	HND	19	14.84
4	B.Sc	45	35.20
5	PGD	6	4.70
6	Masters	9	7.00
7	Ph.D	4	3.12
Total		**128**	**100**

Table 4.3 showed that 19 (14.84%) of the respondents had SSCE, 26(20.30%) had OND, 19(14.84%) had HND, 45(35.20%) had1st Degree from various fields, 6(4.70%) had PGD, 9(7.00%) had Masters Degree, while 4(3.12%) had Ph.D. From the Table, it is realized that the

Taraba State Civil Service Commission has several levels of qualified personnel to help carry out the day to day activities of the Commission.

Table 4.4: Years of Working Experience of the Respondents

S/N	Years of Working Experience	Frequency	Percentage (%)
1	1-5 Years	8	6.3
2	6-10 Years	38	29.7
3	11-15 Years	27	21.1
4	16-20 Years	23	17.9
5	25-30 Years	19	14.8
6	30-35 Years	13	10.2
Total		**128**	**100**

From Table 4.4 a good number of the respondents (93.7%) had more than 5years working experience. It was also noted that none of the respondents had working experience less than a year. This implies that the respondents are experienced staff.

4.4 Descriptive Statistical Analysis

This section presented the data collected and analysed using descriptive statistics. The data analysed in this section was collected using the four (4) research questions which guided this study. Mean and standard deviation were used in the computation of the data collected and analysed. The discussion was based on a benchmark mean value of twenty (20) upwards to indicate high value of the mean, and below twenty (20) downwards to indicate low value. The 4th research question was analyzed using Likert scale measurement. The decision rule is that since

the item was based on a five (5) points scale, item which have mean value of 3 and above was accepted and item with mean value less than 3 was rejected. The sum total of weighted responses from the respondents on each of the options was calculated.

4.4.1: Types of Recruitment Procedures Being Adopted by the Taraba State Civil Service Commission.

The first research question was raised to find out the type of recruitment procedures adopted by the Taraba State Civil Service. In order to answer this research question, a list of recruitment procedures was provided for the respondents to tick as many elements as possible. Table 4.5 presented the data collected and analysed.

Table 4.5: Types of Recruitment Procedures Adopted by Taraba State Civil Service Commission

Recruitment Procedures	Grade Level						Total	M	S. D
	GL 1-5		GL 6-10		GL 11-17				
	F	%	F	%	F	%			
Manual Method									
Identify the appropriate pool of applicant	0	0	0	0	0	0	0	0	0
Placement of Job Advertisement	12	13.33	48	53.33	30	33.33	90	30	18.00
Receipt of incoming applications	8	8.79	38	41.76	45	49.45	91	30.33	19.66
Sorting and registering of incoming applications	16	14.95	49	45.79	42	39.25	107	35.67	17.39
Pre-screening and evaluation of applicants/applications	9	10.47	30	34.88	47	54.65	86	28.67	19.04
Informing applicants about pre-screening results	8	11.59	25	36.23	36	52.17	69	23.00	14.11
Arranging interviews with shortlisted candidates	11	11.83	33	35.48	49	52.69	93	31.00	19.08
Electronic Method									
Identify the appropriate pool of applicant	0	0	0	0	0	0	0	0	0
Placement of Job Advertisement	0		8		15		23	7.67	7.51
Receipt of incoming applications	0	0	0	0	0	0	0	0	0
Sorting and registering of incoming applications	0	0	0	0	0	0	0	0	0
Pre-screening and evaluation of applicants/applications	1		3		4		8	2.67	1.53
Informing applicants about pre-screening results	2		5		11		18	6.00	4.58
Arranging interviews with shortlisted candidates	2		2		6		10	3.33	2.31

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F= FREQUENCY

Table 4.5 indicated the types of recruitment procedures adopted by the Taraba State Civil Service. From Table 4.5 the responses showed that placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants, Pre-screening and evaluation of applicants/applications and informing applicants about pre-screening results with mean scores of 30.0, 30.33, 35.67, 31.0, 28.67 and 23.0 respectively were the types of recruitment procedures often adopted in the Taraba State Civil Service using manual recruitment method. This is probably because of the recruitment procedures adopted by the Taraba State Civil Service Commission. This finding corresponds with that of Holm (2012) who revealed that most organizations adopt procedures of manual recruitment such as placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications and arranging interviews with the shortlisted applicants. However, the least among the types of recruitment procedures adopted by the Taraba State Civil Service were that of the electronic methods such as identify the appropriate pool of applicants with mean score of 0.00, placement of job advertisement with mean score of 7.67, and receipt of incoming applications with mean score of 0.00. Others are Pre-screening and evaluation of applicants/applications with mean score of 2.67, Informing applicants about pre-screening results with mean score of 6.0, and arranging interviews with shortlisted applicants with mean scores of 3.33 respectively, These affirmed that Taraba State Civil Service adopt more of manual recruitment procedure for the recruitment of its staff. This implies that, manual recruitment which tend to put pressure on people to be correct in all details of their work at all times, which leads to delay and most times, it can be easy to accidentally switch details of the applicants and end up with inconsistency and redundancy in entering the applicants' information.

It also put requirement on management to run training continuously for staff to keep them motivated and to ensure they are following the correct procedures.

4.4.2 Types of Information Generated for Staff Recruitment in Taraba State Civil Service Commission

The second research question was raised to find out the type of information generated for recruitment procedure in the Taraba State Civil Service. In order to answer this research question, a list of information generated was provided for the respondents to tick as many relevant responses as possible. Table 4.6 presented the data collected and analysed.

Table 4.6: Types of Information being generated for Staff Recruitment

Statemnets	Grade Level						Total	M	S. D
	GL 1-5		GL 6-10		GL 11-17				
	F	%	F	%	F	%			
Brief description of the Taraba State civil service	0	0	0	0	0	0	0	0	0
Job description information	5	9.26	17	31.38	32	59.26	54	18.00	13.53
Expectations of the advertised positions	3	5.66	22	41.51	28	52.83	53	17.67	13.05
Main responsibilities of the positions advertised	7	10.29	26	38.24	35	51.47	68	22.67	14.39
Required skills and competencies	10	14.49	31	44.93	28	40.58	69	23.00	11.36
Educational qualifications	12	12.63	40	42.11	43	45.26	95	31.67	17.10
Curriculum vitae of the applicants	12	12.50	37	38.54	47	48.96	96	32.00	18.03
Referee information	5	6.67	29	38.66	41	54.67	75	25.00	18.33
Others (Job Specification, Sourcing)	1	5.26	7	36.85	11	57.89	19	6.33	5.03

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

Table 4.6 showed the types of information generated for staff recruitment in the Taraba Sate Civil Service. The responses indicated that Main responsibilities of the positions advertised, Required skills and competencies, Referee information, Curriculum Vitae of the applicants and Educational qualification with mean scores of 22.67, 23, 25.00, 31.67 and 32.00, respectively are the information mostly generated for staff recruitment in Taraba State Civil Service. This implies that inadequate information is being generated in the Taraba State Civil Service Commission for the recruitment of staff. This finding corresponded with that of the International Standard Organisation (2016) and Thompson, et al., (2009). They revealed that generating the right information will help applicants understand what the requirements are regarding work experience, education, skills and essential duties of the position. This is to present what the organisation needs and the required skills or abilities needed to carry out the job. However, the least among the types of information generated for staff recruitment are: Job description information with mean score of 18.00, expectations of the advertised positions with mean score of 17.67, and brief job description of the Taraba State civil service with mean scores of 0.00 respectively. The findings showed that inadequate information is generated for recruitment in Taraba State Civil Service. Generating adequate and consistent information for staff recruitment will give precedence to the competencies that would make the most positive contribution to the civil service requirements. It will also help candidates to understand what the requirements are regarding job description, expectations, work experience, education, skills and essential duties of the position.

4.4.3 Management of Information for Staff Recruitment.

This section sought out how the information for staff recruitment was managed in the Taraba State Civil Commission. That is, the kind of information required of applicants, how the information is acquired, organized, stored, and disseminated in the Taraba State Civil Service.

4.4.3.1 Kind of Information Required of the Applicants

The respondents were asked to indicate the kind of information required of the applicants in the Taraba State Civil Service. Table 4.7.show their response.

Table 4.7: Kind of Information Required of the Applicants

Statements	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL11-17			
	F	F	F			
Name of applicants	20	58	50	128	42.67	20.03
Gender of the applicant	14	52	50	116	38.67	21.39
Applicants' date of birth	18	54	50	122	40.67	19.73
Applicants' next of kin	9	38	48	115	38.33	25.89
Applicants' email address	7	47	32	86	28.67	20.21
Applicants' phone number	18	51	39	108	36.00	16.70
Applicants' residential address	11	43	45	99	33.00	19.08
Educational qualification	9	58	50	117	39.00	26.29
Applicants' skills	13	21	33	67	22.33	10.07
Years of working experience	5	27	29	61	20.33	13.32
Applicants' referees	7	34	42	83	27.67	18.34
Others(Contact address, mother's maiden name)	0	8	12	20	6.67	6.11

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

Table 4.7 showed the kind of information required of the applicants for recruitment into the Taraba Sate civil Service. The responses indicated that Name of applicants with mean score of 42.67, applicants date of birth with mean score of 40.67, Educational qualification with mean score of 39.00, gender of the applicants with mean sore of 38.67, and applicants next of kin with mean score of 38.33 respectively are the information majorly required of the applicants for recruitment into the Taraba State Civil Service. This implies that adequate information is provided by the applicants for recruitment into Taraba State Civil Service. This confirmed the findings of Mavis (2014) which revealed that Name of applicants, Educational qualification, and date of birth are mostly required to ascertain the integrity and credibility of an applicant. However, the least among the kinds of information required of the applicants are others such as mother's maiden name, and contact address with mean score of 6.67. Generally, the skills, competency, and the working experience acquired can make a potential applicant to stand out among his peers, making him a better candidate for a position which required such skills. This implies that, adequate information is being required to ascertain the competency of the applicants in Taraba State Civil Service.

4.4.3.2 Acquisition of Information on Applicants

The respondents were further requested to indicate how the information on the applicants were acquired by the Taraba State Civil Service Commission. Table 4.8 shows their responses:

Table 4.8: Acquisition of Information on Applicants

Statements	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL 11-17			
	F	F	F			
Through filling of manual application form	18	58	50	126	42.00	21.17
Through filling of online application form	0	0	0	0	0	0
Through the conduct of screening to generate more information about the applicants	2	42	47	91	30.33	24.67
Others (employee referral)	0	4	11	15	5.00	5.57

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

Table 4.8 was intended to find out how information for staff recruitment is acquired by the Taraba State Civil Service Commission. From the Table, it shows that through the conduct of screening and through filling of manual application form with mean scores of 30.33 and 42.00 are the major ways through which information for staff recruitment is acquired. This affirmed that Taraba State Civil Service Commission uses manual recruitment procedure in the recruitment of its staff. This suggests that, applicants may have to take the risk of travelling to Jalingo (the Taraba State capital) to purchase application form instead of making it easy for the applicants and the management by designing a suitable system that can be used for such purpose. This finding is related to that of Holm (2012) and Mavis (2014) who asserted that application forms in recruitment process allows organisation to identify excellent candidates while filtering out unwanted applications and also make it easier to reduce bias when shortlisting candidates. However, none of the respondents indicated that online application form was used, others (such as employee referrals) with mean scores of 5.00 constitute less ways through which information for staff recruitment is acquired in Taraba State Civil Service.

4.4.3.3 Organisation of Information on Applicants

The respondents were also asked to indicate how information for staff recruitment is organized in the Taraba State Civil Service Commission. Table 4.9 shows their responses:

Table 4.9: Organisation of information on Applicants

Statements	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL 11-17			
	F	F	F			
Alphabetical	2	20	35	57	19.00	16.52
Chronological	8	29	33	70	23.33	13.43
Numerical	5	0	0	5	1.67	2.89
Alpha-Numerical	0	1	3	4	1.33	1.53

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

Table 4.9 indicated how information for staff recruitment is organized. From the Table, it shows that alphabetical and chronological orders with mean score of 19.00 and 23.33 respectively were the main ways information on applicants is being organised. This is probably because alphabetical order of arrangement facilitates easy access and retrieval of information. This finding agreed with that of Kanzi (2010) who asserted that for a sound information management procedures to take place, there should be an order through which information is organised. However, the least among how information for staff recruitment is organised are numerical and alpha-numerical with mean score of 1.67 and 1.33 respectively. It could thus be said that there exists an order in which recruitment information is organised in the Taraba State Civil Service Commission.

4.4.3.4 Storage of Staff Recruitment Information

The respondents were also requested to indicate the system of storing staff recruitment information in Taraba State Civil Service Commission. Table 4.10 shows their responses:

Table 4.10: System of storing staff recruitment information in Taraba State CSC.

Statements	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL 11-17			
	F	F	F			
Using filing system	12	48	49	109	36.33	21.08
Use of computer Hard disk	16	45	42	103	34.33	15.95
Use of Optical disk	0	0	0	0	0	0
Use of CD ROMS	0	6	12	18	6.00	6.00

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

From Table 4.10 it was discovered that the predominant methods used were filing system and use of computer hard disk with mean scores of 36.33 and 34.33 respectively. This finding relates to that of Money (2016) who asserted that filing system offers efficiency as office staff can easily locate and use the stored information properly without any delay. This leads to savings in time and brings efficiency in office operations. Paul (2014) asserted that Electonic Information Management Systems provides us with tools to drive information management processes automatically through their lifecycles. This implies that both manual and electronic storage systems are used in the Taraba State Civil Service to store information on staff recruitment.

4.4.3.5 Channels of Information Dissemination to Applicants

The respondents were similarly requested to indicate the Channels of disseminating information to applicants by the Taraba State Civil Service. Table 4.11 shows their responses:

Table 4.11: Channels of Disseminating Information to Applicants

Channels of disseminating information to applicants	Grade Level			Total	M	S. D
	GL 1-5	GL 6-10	GL 11-17			
	F	F	F			
Radio Advertisement	18	47	50	115	38.33	17.67
TV Advertisement	16	51	49	116	38.67	19.66
Newspaper Advertisement	2	27	31	60	20.00	15.72
Employment Agencies	0	0	0	0	0.00	0.00
Employee Referrals	0	24	32	54	18.67	16.65
Telephone calls	0	2	0	2	0.67	1.15
E-mail	0	0	0	0	0	0

Source: Field Work

KEY: GL = GRADE LEVEL M = MEAN S.D = STANDARD DEVIATION F = FREQUENCY

Table 4.11 revealed the channels of disseminating information to applicants by the Taraba State Civil Service. From the Table it showed that TV advertisement, and Radio advertisement with mean scores of 38.67 and 38.33 respectively were the channels majorly used in disseminating information to applicants in Taraba State Civil Service Commission. This finding corresponds to Armstrong (2006), and Mavis (2014) who revealed that , most organisations (both private and public) use channels such as radio advertisement, television advertisement, newspaper advertisement, job fairs and talent hunting in disseminating recruitment information. However, none of the respondents chose employment agencies and e-mail. The least among the methods used for information dissemination were Employees Referrals and Telephone calls with mean scores 18.67 and 0.67 respectively. This implies that various channels were used in disseminating information to applicants by the Taraba State Civil Service.

4.4.4 Extent to which the Information Managed Influence the Recruitment Procedure in Taraba State Civil Service Commission

In order to ascertain the extent to which information on staff recruitment managed influence the recruitment procedure in the Taraba State Civil Service, a list of hypothetical statements were provided using the five likert scales of measurements: Highly Influence, Influence, Rarely Influence, Not Influence, and undecided, to analyse the responses. Highly Influence and Influence were combined as Influence, Rarely Influence and Not Influence were joint together as Rarely Influence. The analysis is shown in Table 4.12.

Table 4.12: Extent to which the Recruitment Information Managed Influence the Recruitment Procedure

Statements	Grade Levels									Total	M	S. D
	GL1-5			GL6-10			GL11-17					
	I	RI	UD	I	RI	UD	I	RI	UD			
Information being managed assist in determining the accuracy of the information and data of staff	4	9	7	28	21	9	26	19	5	128	14.22	9.31
Information being managed influence employee efficiency	8	6	6	32	23	3	24	17	9	128	14.22	10.15
The information being managed reduce time and process of recruitment	5	11	4	19	27	12	22	26	2	128	14.22	9.61
Cost savings of the recruitment process for both applicants & employer is considerably cut down	8	10	2	24	29	5	21	27	2	128	14.22	10.17
It provides an advantage of publishing job description of vacancies in details	4	12	4	17	34	7	19	25	6	128	14.22	10.44
Better qualified candidates are being attracted and recruited	9	5	6	28	21	9	25	21	4	128	14.22	9.42
It provides platform for information sharing between applicants and employers	7	12	1	23	31	4	16	26	8	128	14.22	10.46
The information being managed enable faster communication with the applicants	9	11	0	27	24	7	24	26	0	128	14.22	11.11
It offers the civil service a quick and efficient method of identifying and attracting applicants	13	5	2	18	31	9	32	14	4	128	14.22	11.07
It enables serious minded applicants to quickly respond to job advertisement	11	7	2	31	24	3	22	23	5	128	14.22	10.83
Proper management of the recruitment information leads to improvement in service delivery	13	4	3	34	21	3	25	19	6	128	14.22	11.19
The information being managed enables faster processing of applicants resume	7	9	4	29	26	3	21	27	2	128	14.22	11.32

Source: Field work

KEY: I= INFLUENCE RI = RARELY INFLUENCE UD = UNDECIDED M = MEAN S.D = STANDARD DEVIATION

Table 4.12: The research question indicated the extent to which the recruitment information managed influence the recruitment procedure. From the Table 4.13 it is seen that the information managed enables faster processing of applicants resume, leads to improvement in service delivery, the information being managed enable faster communication with the applicants, and it offers the civil service a quick and efficient method of identifying and attracting applicants with standard deviation of 11.32, 11.19, 11.11 1nd 11.07 respectively to show the extent to which recruitment information managed influence recruitment procedure in the Taraba State Civil Service. This justify the fact that when recruitment information is manage effectively, applicants' resumes are processed faster and communication with the applicants is establish faster. This finding related to those of Mavis (2014) and Michael (2015) who revealed that proper management increases effectiveness of information used for recruitment planning, enables faster processing of applicants resume, reduce the amount of time employers have to spend trying to obtain information about a particular employee. This implies that the recruitment information managed influences the recruitment procedure in Taraba State Civil Service. However, the least among the extent to which recruitment information being managed influence recruitment procedure in Taraba State Civil Service were Information managed assist with the accuracy of the information and data of staff, the information managed reduces time and process of recruitment with standard deviation of 9.31 and 9.61. The implication of this is that there is need for improvement in the way information is managed in Taraba State Civil Service to help reduce the amount of time spend in accessing and retrieving information about applicants and the accuracy of the information.

4.5 Inferential Statistical Analysis

This section presented the inferential analysis of the study. Chi-Square was used for the hypothesis. This is because the hypothesis found out the significant influence of the recruitment information managed on the recruitment procedure in the Taraba State Civil Service Commission. Table 4.13 presented the analysis on the hypothesis.

HO_1: The staff recruitment information managed has no significant influence on the recruitment procedure in the Taraba State Civil Service Commission.

Table 4.13 Chi-Square showing the Influence of Recruitment Information Managed on the Recruitment Procedure in Taraba State Civil Service Commission.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	112.074[a]	88	.043
Likelihood Ratio	120.067	88	.013
Linear-by-Linear Association	.814	1	.367
N of Valid Cases	1536		

a. 24 cells (22.2%) have expected count less than 5. The minimum expected count is 3.42.

Chi-square calculated = 112.074; Df = 88, p- value = 0.043

From Table 4.14 the P value obtained was 0.043. This is less than $\alpha = 0.05$. Hence, the null hypothesis which stated that "The recruitment information managed has no significant influence on the recruitment procedure in the Taraba State Civil Service" is rejected. This implies that recruitment information managed significantly influences recruitment procedure in the Taraba State Civil Service. This discovery conformed to that of Bruce (2014) who revealed that information management helps in improving accuracy in the way data are entered and manipulated correctly. It allows more meaningful reporting and analysis capabilities, including internal evaluations, audits and preparation of data for outsiders.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, summary of the entire research work, summary of major findings, contribution to the body of knowledge, conclusion, recommendations, and suggestion for further research are presented. The discussion is based on the objectives of the study and research questions that guided the study.

5.2 Summary of the Study

This study focused on the Information Management for Staff Recruitment in Taraba State Civil Service Commission. In order to carry out this study, four (4) research questions and one (1) null hypotheses were formulated. The questions sought to find out: the type of recruitment procedure adopted by the Taraba State Civil Service, types of information generated for the recruitment of Staff into the Taraba State Civil Service, how the information for staff recruitment are managed by the Taraba State Civil Service and the extent to which the information managed has influenced the recruitment procedure in the Taraba State Civil Service. The research method adopted was quantitative and the research design was descriptive survey design. The population of the study comprises the staff of the Taraba State Civil Service Commission. The total population was one hundred and thirty six (136). The data collected using the research questions were analysed using mean, standard deviation and percentages. The null hypothesis was tested using Chi-Square. This is because the hypothesis was to find out the significant influence of the recruitment information managed on the recruitment procedure in the Taraba State Civil Service.

5.3 Summary of the Major Findings

Based on the data collected and analysed for this study, the following were the major findings of the analysis.

1. It was established that the Taraba State Civil Service uses manual recruitment procedure for the recruitment of its staff. Types of recruitment procedures such as placement of job advertisement, receiving incoming applications, sorting and registering of incoming applications, arranging interviews with the shortlisted applicants were the types of recruitment procedures often adopted by the Taraba State Civil Service.
2. It was revealed that the Taraba State Civil Service generated information such as Educational Qualification, Curriculum vitae and referee information for the recruitment of its staff. However, information such as job description, objective and responsibilities were not spelt out clearly during its staff recruitment.
3. It was found that name of applicants, applicants' date of birth, educational qualification, and applicants' next of kin were the information majorly required of the applicants for recruitment into the Taraba State Civil Service. The information for staff recruitment is acquired through filling of manual application form and through the conduct of screening to generate more information about the applicants. It is stored both manually (through filing) and electronically (through the use of computer hard disk). It is disseminated to applicants through various channels such as radio advertisement, television advertisement, and newspaper advertisement.
4. The study revealed that the information managed enable faster communication with the applicants, and it offers the Civil Service a quick and efficient method of identifying and attracting applicants.

5. It was found that the staff recruitment information managed significantly influences the recruitment procedure in the Taraba State Civil Service.

5.4 Contribution to the Body of Knowledge

The following are the contributions to the body of knowledge:

1. The study established that Taraba State Civil Service Commission adopted a manual recruitment procedure for staff recruitment and there exist an order through which information is organized.
2. The study also established that information for staff recruitment is stored both manually (through filing) and electronically (through the use of computer hard disk). It is disseminated to applicants through various channels such as radio advertisement, television advertisement, and newspaper advertisement.
3. It also established that information management highly influences recruitment procedure of the Taraba State Civil Service Commission. It provided them with the opportunity to identify the benefits of having an effective staff recruitment system.
4. The study is beneficial to the academic community and decision makers who deal directly with human resource management on how to manage staff information.

5.5 Limitation of the Study

The focus of this study is on Information Management for Staff Recruitment in Taraba State Civil Service Commission as it influences the rrecruitment procedure. However, there are other factors that influence the recruitment procedure such as how the information is used and the political influence in the selection process which were not covered in this Study. Another limitation of this study is the inability to cover the entire Civil Service Commission in all Nigerian States, due to their sizes, time and the cost implication of carrying out such a task. Also, the risk on the road to distribute the questionnaire was very challenging. Lastly, during the

analysis, the researcher found that some of the respondents working in the Civil Service Commission could not differentiate between manual and electronic recruitment procedure at the time of collecting data, the researcher had to explain to them in clear terms.

5.6 Conclusion

Based on the findings of this study, the researcher concluded that the Taraba State Civil Service adopted a manual recruitment procedure but there exist challenges in the way the staff recruitment information is managed. With reference to the findings of the study, problems were identified and recommendations were made for improvement on how staff recruitment information should be managed in order to recruit and retain better employees into the Taraba State civil service. Staff recruitment and information management have become one of the key areas in human resource management as it is important for every organisation to understand how to manage all of its staff recruitment information in an effective, efficient and compliant manner.

5.7 Recommendations

Based on the findings of the study, the following recommendations are made:

1. There is need for the Taraba State government to automate the recruitment procedure of the Taraba State Civil Service Commission to help reduce cost and time for both the state government and the applicants.
2. More adequate and accurate information such as expectations of the advertised positions and job description information should also be generated by the Taraba State Civil Service Commission when recruiting, to help attract more competent candidates who can contribute to moving the state forward.
3. More channels of disseminating information such as automated text messaging, email, telephone calls should also be employ by the Taraba State Civil Service Commission so as to help applicants to be more informed when they applied for vacant positions in the Taraba State Civil Service.

4. There is need to improve the way information is managed by the HRM in the Taraba State Civil Service Commission through the use of automated system to help provide more security, easy retrieval of the staff information and to curtail the danger of data loss.
5. Lastly, a recruitment portal should be designed and adopted by the Taraba State Civil Service Commission so that applicants can apply to fill the vacancies whenever it exists from any part of the world without traveling down to the state.

5.8 Suggestion for Further Studies

1. This study focused on Information Management for Staff Recruitment in Taraba State Civil Service Commission. The study could be replicated in other States Civil Service in Nigeria towards establishing a common front for providing solution to the problem.

2. Development of an Automated Recruitment Information System for Taraba State Civil Service Commission could also be designed.

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APPENDIX I
Questionnaire

Department of library and information science,

Ahmadu Bello University,

Zaria.

18/04/2017.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am a postgraduate student of the above mention department currently conducting a research on "**Information Management for Staff Recruitment in Taraba State Civil Service Commission**". I am soliciting for your cooperation to kindly respond to the attached questionnaire. All information provided will be used for the purpose of this research. No part of the questionnaire will be used for any other purpose without the consent of the respondent.

Thank you in anticipation of your cooperation.

Yours faithfully,

Thomas Rimamchaten
Researcher

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender:

   Male [ ] Female [ ]

2. Marital Status:

   Single [ ] Married [ ] others (Please specify)……

3. What is your Highest Academic Qualification?

   O'Level [ ]

   OND [ ]

   HND [ ]

   B.Sc [ ]

   M.Sc [ ]

   Ph.D [ ]

   Others (Please specify) …..…….

4. How long have you been working with Taraba State Civil Service Commission?

   1-5 years [ ]

   6-10 years [ ]

   11-15 years [ ]

   16-20 years [ ]

   21 years and above [ ]

5. Please indicate your Grade Level

   GL 1 – 5 [ ]

   GL 6 – 10 [ ]

   GL 11 – 17 [ ]

SECTION B: TYPES OF RECRUITMENT PROCEDURE ADOPTED BY TARABA STATE CIVIL SERVICE COMMISSION.

Please tick (√) as many as applicable

1. Which of the following recruitment procedure(s) do you use **manual/traditional** method in the recruitment of staff into Taraba State Civil Service?
   a. Identifying the appropriate pool of applicants { }
   b. Placement of job advertisement { }
   c. Receiving of incoming applications { }
   d. Sorting and registering of incoming applications { }
   e. Pre-screening and evaluation of applicants/applications { }
   f. Informing applicants about pre-screening results { }
   g. Arranging interviews with shortlisted candidates { }
   h. Others (Please Specify)……..
2. Which of the following recruitment procedure(s) do you use **electronic method** in the recruitment of staff into Taraba State Civil Service? Please tick as many as applicable
   a. Identifying the appropriate pool of applicants { }
   b. Placement of job advertisement { }
   c. Receiving of incoming applications { }
   d. Sorting and registering of incoming applications { }
   e. Pre-screening and evaluation of applicants/applications { }
   f. Informing applicants about pre-screening results { }
   g. Arranging interviews with shortlisted candidates { }
   h. Others (Please Specify)……..

SECTION C: TYPES OF INFORMATION GENERATED FOR STAFF RECRUITMENT.

Please tick (√) as many as applicable

1. Please indicate the types of information being generated for the recruitment of Staff into Taraba State Civil Service.
   a. Brief Description of the Taraba State Civil Service [ ]
   b. Job description information [ ]
   c. Expectation of the advertised position [ ]
   d. Main responsibilities of the position [ ]

e. Required skills and competencies [ ]

f. Educational Qualifications [ ]

g. Curriculum Vitae of the Applicants [ ]

h. Referee Information [ ]

i. Others (Please specify)……..

SECTION D: MANAGEMENT OF INFORMATION FOR STAFF RECRUITMENT

Please tick (√) as many as applicable

1. What kind of information are required by applicants for recruitment into Taraba State Civil Service? Please tick as many as applicable

   a. Name of Applicants [ ]

   b. Gender of Applicants [ ]

   c. Applicants' Date of birth [ ]

   d. Applicants next of kin [ ]

   e. Applicants' email address [ ]

   f. Applicants' phone number [ ]

   a. Applicants' residential address [ ]

   b. Educational Qualifications [ ]

   c. Applicants skills [ ]

   d. Years of Experience [ ]

   e. Referee information [ ]

   f. Other(s) specify…….

2. How is information for staff recruitment acquired by the civil service commission?
    a. through filling of manual application form [ ]
    b. Through filling of online application form [ ]
    c. Through the conduct of Screening to generate more information about the applicants [ ]
    d. Others (please specify) ……..
3. How does Taraba Civil Service organize its staff recruitment information?
    a. Alphabetical [ ]
    b. Chronological [ ]
    c. Numerical [ ]
    d. Alpha-numerical [ ]
    e. Others (please specify) ……
4. Which of the following methods do you use in storing Staff recruitment information?
    a. Using Filing system [ ]
    b. Use of computer Hard disk [ ]
    c. Use of Optical disk [ ]
    d. Use of CD OMMS [ ]
5. Which of these method(s) is use in disseminating recruitment information in Taraba State Civil Service?
    a. Radio advert [ ]
    b. TV advert [ ]
    c. Newspaper advert [ ]
    d. Employment agencies [ ]
    e. Employee referrals [ ]
    f. Telephone [ ]
    g. E-mail [ ]
    h. Other(s) specify……..

SECTION E: EXTENT TO WHICH INFORMATION MANAGED INFLUENCE RECRUITMENT PROCEDURE.

Please indicate the extent to which the information being managed affects the recruitment Procedure in the Taraba State Civil Service using the following responses. (Highly Influence) **HI** (Influence) **I** (Rarely Influence) **RI** (Not Influence) **NI** (Undecided) U**D**

Extent to which the information being managed affects the recruitment Procedure	**HI**	**I**	**RI**	**NI**	**UD**
a. Information management assists with the accuracy of the information and data of staff					
b. Information being managed influence employee efficiency					
c. The information being managed reduces time and process of recruitment.					
d. Costs savings of the recruitment process for both employers and employees is considerably cut down					
e. It provides an advantage of publishing job descriptions of vacancies in details					
f. Better quality candidates are being attracted and recruited.					
g. It improve platform for information sharing between the employers and the employees.					
h. It enables faster communication with the applicants.					
i. It offers the Civil Service a quick and efficient method of identifying and attracting applicants.					
j. Faster applicants response to jobs adverts					
k. Proper management of recruitment information leads to improving the services provided to staff					
l. Faster processing of applicants resume					
m. Others (Please specify)……..					

Thank You

APPENDIX II

Computation of the Result of the Pilot Study

Below is the computation of the result of the pilot study

The data collected from the pilot study was split into two halves as follows:

X	**Y**
5	6
3	4
4	5
6	5
2	4
4	5

Where X = Even number questions on the questionnaire

Y = Odd number questions on the questionnaire

The above data was computed to get the reliability coefficient using pearson product moment correlation coefficient (PPMR). The result of the computation is as follows:

The formula for calculating PPMR (r) is:

$$r = \frac{\sum(X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum(X - \bar{X})^2 \sum(Y - \bar{Y})^2}}$$

Where $\bar{X}$ = Mean of the Even number questions on the questionnaire

$\bar{Y}$ = Mean of the odd number questions on the questionnaire

$\sum$= summation

Applying the formula above into the given data, we have:

$$\bar{X} = \frac{\sum X}{N} = \frac{5+3+4+6+2+4}{6} = \frac{24}{6} = 4.$$

$$\bar{Y} = \frac{\sum Y}{N} = \frac{6+4+5+5+4+5}{6} = \frac{29}{6} = 4.83$$

Applying the mean into the formula above we have

X	**Y**	**X-$\bar{X}$**	**Y-$\bar{Y}$**	$(\boldsymbol{X}-\bar{\boldsymbol{X}})^2$	$(\boldsymbol{Y}-\bar{\boldsymbol{Y}})^2$	**(X-$\bar{X}$) (Y-$\bar{Y}$)**
5	6	1	1.17	1	1.3689	1.17
3	4	-1	-0.83	1	0.6889	0.83
4	5	0	0.17	0	0.0289	0
6	5	2	0.17	4	0.0289	0.34
2	4	-2	-0.83	4	0.6889	1.66
4	5	0	0.17	0	0.0289	0
Total Sum				**10**	**2.8334**	**4**

Substituting the values above into the formula $r = \frac{\sum(X-\bar{X})(Y-\bar{Y})}{\sqrt{\sum(X-\bar{X})^2 \sum(Y-\bar{Y})^2}}$

We have $r = \frac{4}{\sqrt{(10)(2.8334)}} = \frac{4}{\sqrt{28.334}} = \frac{4}{5.323} = 0.75$