

RECRUITMENT, SELECTION AND PLACEMENT IN BENUE LINKS
(NIGERIA) LIMITED

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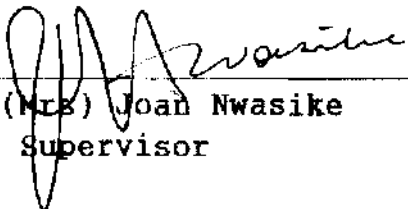
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CERTIFICATION

This project entitled "Recruitment, Selection and Placement in Benue Links (Nigeria) Limited" by BEMAA TERKURA TITUS, meets the regulations and requirements governing the award of Degree of Masters of Business Administrations in the Post Graduate School, Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.




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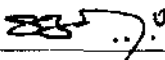
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DECLARATION

I hereby declare that this project titled Recruitment, Selection and Placement in Benue Links Transportation (Nigeria) Limited, for the award of Masters of Business Administration of Ahmadu Bello University, Zaria, is the product of my research findings. All sources of information used for this write up and where applicable, other writers views have been duly acknowledged by means of references and I should be held responsible for any error of omission or commission in the project. It has not been submitted to any institution for the award of any certificate before.

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Student

Date

The above declaration is confirmed.

Dr. (Mrs.) Joan Nwasike
Supervisor

Date

DEDICATION

This project is humbly and respectfully dedicated to my paternal Grand mother, Mrs. Ukaan Bema, who gave me every support to make sure that my heart desires are met.

ACKNOWLEDGEMENT

In the pursuit of life goals of pertinence, acquiring academic laurels seem to be one most paramount objective. Of course its ability to give light, power and success is unmeasurable. I happen to endear myself with academics for which much sacrifices towards ensuring a successful reality were made from those who had confidence in my cause and also from me.

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ABSTRACT

Apart from fraud, one of the greatest headache of most Companies in Nigeria today is inefficiency of their management in effective and efficient execution of the processes of recruitment, selection and placement of human assets who in any business concern *are* the pinnacle of its survival.

Companies have been one of the major lubricants of economic activities growth and development in Nigeria. Most of our Companies objectives aimed at extricating the country from economic mess has been implemented through manpower. To be able to pursue their objectives towards systematic economic, industrial and socio-political development, our Companies need enough qualified human assets to execute functions in various departments of their settings. So when most of a Company's personnel are inefficient, it can not perfectly achieve its set objectives and perhaps there will be no profitability. Subsequently, its continuous existence is threatened. This has been the effect of poor recruitment, selection and placement processes. Thus sooner or later a Company engages in retrenchment and dismissal of employees.

The research study, therefore focused on the efficient and effective recruitment, selection and placement processes in Benue Links (Nig.) Limited. These processes open the Company's door to prospective employees or shut it. Thus the proficiency with which these processes are

conducted is of crucial importance to avoid incidence of frequent retrenchment and dismissal, which by itself is costly as result of manpower inefficiency. The research was carried out through the administration of oral interviews and distribution of questionnaires to employees of administrative department of the Company, which is charged with the responsibilities of recruitment, selection and placement of human assets. Equally, some employees in other departments in the Company who have direct or indirect deal in with these processes were given questionnaires and interviews held with them.

The aim of the research has been to find out. how the Company executes its recruitment, selection and placement processes, the major causes of deficiency in these processes and measures employed by the Company to minimise manpower inefficiency. The study has shown how efforts towards efficient and effective execution of recruitment, selection and placement processes become imperative and compelling on the Company. Additional measures that could aid proper recruitment, selection and placement processes and minimise manpower inefficiency were identified and recommended for adoption by the Company.

TABLE OF CONTENTS

	<u>Page</u>
Title page	
Certification	i
Declaration	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of Contents	viii

CHAPTER ONE: INTRODUCTION

1.1	An Overview	1
1.2	Statement of the Problem	3
1.3	Objectives of the Study	3
1.4	Significance of the Study	4
1.5	Scope of the Study	5
1.6	Research Methodology	6
1.6.1	Data Population	6
1.6.2	Data Collection	7
1.7	Limitations/Delimitations of the Study	8
1.8	Definition of Terms	9

CHAPTER TWO: LITERATURE REVIEW

2.1	Review of Related Literature	12
2.2	The Term Recruitment	13
2.2.1	Factors that Affect Recruiting	14
2.2.2	Manpower Sources	15

2.3	Recruiting Strategy	16
2.4	The Main Stages of the Recruitment	17
2.5	Methods of Recruitment	18
2.5.1	Internal Sources of Recruitment	18
2.5.2	External Sources of Recruitment	19
2.6	The Term Selection and Its Components	23
2.7	The Selection Methods	24
2.7.1	Preliminary Screening Interview	30
2.7.2	Application Blank	31
2.7.3	Employment Interview	31
2.7.4	Employment Tests	32
2.7.5	Reference Checks/Letters of Recommendation	33
2.7.6	Physical Examination	34
2.7.7	Selection Decision	34
2.8	The Term Placement	35
2.8.1	Orientation and/or Induction	36
2.8.2	The Purpose of Orientation	37
2.8.3	Orientation Programmes	39
2.8.4	The Concept of Follow-up	40

**CHAPTER THREE: HISTORICAL DEVELOPMENT AND THE
OPERATIONAL ACTIVITIES OF BENUE
LINKS (NIGERIA) LIMITED.**

3.1	Historical Background of Benue Links (Nigeria) Limited	43
3.2	Company Objectives	44
3.3	Operating History	45
3.4	Organisational Structure	46
3.5	Fleet Situation	46

3.6	Routes Covered	48
3.7	Finances	48
3.8	Management	49

**CHAPTER FOUR: DATA PRESENTATION, ANALYSIS
AND RESULTS**

4.1	Data Presentation	51
4.2	Data Analysis	51

**CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND
CONCLUSION**

5.1	Summary	67
5.2	Recommendations	68
5.3	Conclusion	72
	Bibliography	75
	Appendix	76

CHAPTER ONE

INTRODUCTION

1.1 An Overview

People make Companies. So, in a real sense, do those who carry out recruitment.

Human beings are the life-blood of any enterprise. They are, literally, a Company's most vital asset. The profitability - and even the survival of an enterprise usually depends upon the calibre of its work-force. Since the recruitment process either opens the Company's door to prospective employees (or shuts it in their faces) the proficiency with which it is conducted is of crucial importance. Recruitment is not only concerned with engaging the required numbers of people, it is also concerned with measuring their quality. It is not only a matter of satisfying a Company's present needs, it is an activity which influences the shape of the future. Its cumulative results predetermine the future health of the enterprise.

It is sometimes argued that recruitment constitutes the most important single aspect of the personnel functions. Be that as it may, the costs of inefficient recruitment are formidable in financial expenditure alone; the indirect consequences are probably even more costly.

Efficient recruitment and placement procedures are a pre-requisite to the development of an effective working force. A person placed in unsuitable work is either unable

to reach the required standard or performance or is working under physical or psychological strain. If these stresses do not actually cause him to give up the job, they are likely to give rise sooner or later to frequent absence, ill-health, breaches of discipline or conflict with fellow employees. Whether the employee resigns, is dismissed or struggles on, the result is costly in economic and human terms. Moreover, in many cases, an employee who leaves after a week or two and is regarded as "unsuitable", might have been more efficient and content to stay if placed in a different kind of a job.

In recent years it has become increasingly appreciated that recruitment is a two-way process. Partly this has been forced on employers by the acute shortage of skilled and experienced manpower. Thus, candidates can afford to sell their services where they will. Recruitment especially at higher levels is no longer a question of trying to fill a closely defined slot but rather an attempt to match the needs of the organisation with the skills and aspirations of the individual applicant in an optimal way. There are several side benefits. Having thus had a major say in the selection process, the individual is perhaps better motivated to perform well in the new job; but perhaps more important research tells us is a valuable and reliable counter-check to our own assessment.

An important aim, then in selecting new employees should be to ensure that, as far as possible, they are placed in jobs where they have a strong expectation of

being well-adjusted to their work and to their environment. The effectiveness of the recruitment methods in any organisation is achieved in practice.

1.2 Statement of the Problem

In the introduction of this research study we have stressed the importance of recruitment, selection and placement processes in any given Company. Through these processes, the human resources that are the pinnacle of an organisation, which determines its profitability and future are brought into the organisation.

In this regard the research is thus poised at devising effective and efficient recruitment, selection and placement processes to enhance proper management of the human resources in particular and achievement of a Company objectives in general.

1.3 Objectives of the Study

Most Companies in Nigeria are currently being threaten by improper management especially that of human resources. This incidence has done so much damage to many enterprises in our economy such that Government and private individuals investment in such enterprises have been eroded.

The major objectives of this research study are to:

- (i) Avail managers particularly those in transportation companies charged with the responsibility of recruitment, selection and placement processes with enough knowledge on

these processes to minimise mediocratic decisions that are based on the rule of thumb.

- (ii) Find out how effective and efficient companies execute the recruitment, selection and placement processes.
- (iii) Find out the causes of inefficiency in execution of recruitment, selection and placement processes.
- (iv) Bring to bearing the findings of the study on personnel practice in Nigerian Companies especially the one under consideration - Benue Links (Nig.) Limited.
- (v) Recommend other effective and efficient measures that companies should undertake in order to reduce causalities that do result to poor execution of these processes mentioned above.

1.4 Significance of the Study

Human beings are the life blood of any company. The quality of this vital asset of an organisation determines its profitability and continuity. Consequently, this becomes very imperative to companies to attract efficient human asset to manage them such that if errors in the entire management of an enterprise occur, they are at

minimal and does not very much affect the achievement of its objectives and profitability.

Thus the study will be very much important to Benue Links (Nig.) Limited and other companies, as its findings will form a sort of foot path to follow in the processes of recruitment, selection and placement, and how the occurrence of mistakes in execution of these processes could be minimised, if at all they occur.

Moreover, students of personnel management/administration in higher institutions of learning will find this work useful in their academic pursuits, as they will have a comprehensive and probably a first hand knowledge of the topic.

Academicians and researchers may find the work a handy reference in their bid to teach or research into greater depth of effective and efficient recruitment, selection and placement processes.

This research work, therefore is apparently going to be useful to top managers especially those charged with the responsibilities of recruitment, selection and placement of human resources, as relevant recommendations will be made and various strategies suggested for the effective and efficient execution of recruitment, selection and placement processes.

1.5 Scope of the Study

The research study is particularly aimed at finding the reasons for inefficient execution of recruitment,

selection and placement processes in Benue Links (Nig.) Limited and to see how the human resources are managed.

Thus the study covered the Administrative Department of the Company which is charged with the responsibilities of recruitment, selection and placement of manpower. For the purpose of this research work, however, employees in the Administrative Department and other departments are used. Emphasis was placed only on how the recruitment, selection and placement processes are carried out in the Company.

1.6 Research Methodology

As earlier on stated this study covered employees in the Administrative Department and those serving in other departments in the Company under study.

1.6.1 Data Population

In the Administrative Department of the Company which is concerned with the processes of recruitment, selection and placement of human asset, twenty questionnaires were distributed with the aim of getting at least ten completed questionnaires. The questionnaires were to be completed by the employees. So also were the employees in the other departments. Twenty (20) questionnaires were distributed with the aim of getting at least ten completed and return questionnaires. The questionnaires were to be filled by employees who have direct or indirect dealings in the recruitment, selection and placement processes in the

Company. Due to the operations in the Company, management staff are shifted from one department to another.

1.6.2 Data Collection

An eclectic approach was used in the data collection exercise. This is particularly so because the researcher diversified his data collection techniques to include primary and secondary data.

Primary Data - Oral Interview

The researcher envisaged that the nature of the topic, under consideration, may not permit respondents to express the full truth on the questionnaire. In the light of this short-coming, the questionnaires were augmented with the conduct of extensive oral interviews. While questionnaires may be subjected to misinterpretation depending on the perception of the respondents, this was minimised by the use of oral discussions with respondents.

Secondary Data

This research work started with the collection of secondary data. Various national newspapers, journals, magazines, relevant books in the libraries etc relating to the topic of the research were carefully examined and used.

Sample Size

The sample size of the Company's employees given the questionnaires was based on the aggregate number of

employees who work in the administrative department that deals directly with the recruitment, selection and placement processes in the Company, and other staff in other departments, who deals directly or indirectly with these processes. This was also determined in the Company under study.

Numerical form of presentation and percentages comparison were used in the analysis of data collected for study.

1.7 Limitations/Delimitations of the Study

The study despite its rigorousness is faced with several limitations which hindered its easy and duly completion. Some of these limitations and the major one is the ready availability of essential information. This is as a result of the secrecy that covers information in the Company under study, which requires permission of the Company's higher authority without which will make disclosure by employees difficult, even though they were assured of anonymity.

Moreso the untimely completion and returned of the questionnaires was another problem. The tight schedule of some officers did not allow that to be done in time.

Last but not the least, disparity in knowledge, experience of respondents and validity of the responses have another handicap. Despite these drawbacks mentioned above, the study has exposed the research to in depth understanding of the topic under study.

1.8 Definition of Terms

As with most disciplines, personnel management has a large repository of terms and words, which are used more or less in everyday administration of personnel. For the purpose of clarity therefore, attempt will be made here below to define a few relevant words, terms and expressions that are considered useful in the course of compiling this work.

It will however, be pointed out that some of the definitions and terms listed are mere aggregations or synthesis from a variety of sources, thus paraphrased. At other instances, it is found more expedient to cite in toto certain definitional categories lifted from defined authoritative sources. Where this occurs, efforts will be made to so acknowledge the appropriate source.

Recruitment:

Recruitment is the process of selecting from prospective employees and stimulating them to apply for jobs in an organisation¹.

Selection:

Selection is the process of gathering information for the purpose of evaluating and deciding who should be hired, under legal guidelines for the short and long term interest of the individual and the organisation².

Placement:

Placement is the process that ensures that job demands and organisational characteristics match individual skills, knowledge and abilities, preferences, interests and personality. It is said to be the same with orientation and induction.

Psychological tests:

These are tests conducted or administered on applicants to predict their value in the occupational sphere³.

Manpower Planning: The process by which management attempts to provide for its human resources to accomplish its task⁴.

Footnotes

1. Flippo, E.P. (1982): Personnel Management, McGraw Hill. pp. 131.
2. Edwin Stanton (1977): successful Personnel Recruiting and Selection, AMACON New-York. pp. 263.
3. Ibid. pp. 153.
4. Nwachukwu, C.C. (1988): Management: Theory and Practice, FEP Publishers Limited.

CHAPTER TWO

LITERATURE REVIEW

1.2 Review of Related Literature

In a modern organisation that emphasises division of labour, the functions of manpower recruitment, selection and placement are delegated to the personnel department¹. It is then the duty of the personnel manager among other things to recruit, select and place employees. In this regard all management personnel may be involved in these processes. The effectiveness of their functions depends on the people they have to work with. Personnel matters are at the heart of all organisations and no organisation succeeds that gives it a passing attention.

Thus one of the major problems confronting companies nowadays is the most effective way of matching people with jobs². The perennial question that experts often ask is whether we should design the job to suit the individual or get individual to fit into a job position? But before this question is answered, it is to be observed that one of the functions of the personnel department is to determine its manpower needs. Manpower planning is very necessary in all organisations because it is required for recruitment, selection and placement of employees. Without it, it would be difficult to know the number of personnel required for recruitment, to be assigned, due for retirement, or that need to be trained for better utilization.

An adequate personnel recruitment, selection and

placement processes require that the organisation should anticipate vacancies as fast as possible in advance. A good recruitment programme is one that is properly planned and well operated. Poor recruitment efforts could lead to the selection and placement of poor applicants, because positions are filled too quickly. If a satisfactory recruitment effort is not made, a Company may be forced to lower its standard to accept marginal applicants³.

After prospective applicants have been recruited, a systematic effort is made to identify the most suitable candidate to fill identified positions. Selection is a very important process which requires planning and objectivity. No organisation is better than the people who make it up. A selection exercise should not be left in the hands of amateurs or less initiate in the art of selection⁴.

Thus in the absence of adequate supply of human resources, it is equally important that management must strive to recruit, select, place and effectively utilize the available manpower to optimum advantage. The topic under study, therefore stemmed from effective and efficient recruitment, selection and placement processes which form part of the activities of the personnel department in our Companies.

2.2 The Term Recruitment

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in an organisation⁵. It is not only concerned with

engaging the required numbers of people it is also concerned with measuring their quality.

Another view has it that, recruiting is the process of attracting job applicants with the skills, knowledge, and abilities needed to achieve an enterprise's objectives.

2.2.1 Factors That Affect Recruiting

The effort an enterprise expends recruiting is influenced by several factors.

(i) **Government Regulations:** These are laws, decrees, and other government policy statements on employment. For example, Federal Quota System here in Nigeria. In America affirmative action plans. Recently a Nigerian Board for Federal Character has been constituted to ensure equity in recruitment of Manpower Ministries.

(ii) **Union Agreements:** Depending on the agreements reached, Union may not accept external employment and engagement of casual workers.

(iii) **Labour Market Conditions:** In a depressed economy the supply of labour is normally very high. This enables the employees of labour have high number of applicants to choose from. In situation where labour is in short supply recruitment is rarely a success.

(iv) **Employment needs:** Where the need for labour is urgent recruitment will not be a success. Also Companies that require relative large numbers of a particular type of employee often have a severe recruitment problem.

(v) **Job applicant:** If an industry is of high risk, it is unlikely to attract applicants. Also an industry that is known for low wages will find it difficult attracting qualified applicants.

2.2.2 Manpower Sources

After a determination of factors that influence recruitment, the next question is what sorts of employees are available and how do they seek employment.

(i) **The new employee taking his first job:** Here an inexperienced employee, and also those who are strictly experienced but are in their trial period are good sources. Trial because within about a period of five years they are still looking for better jobs.

(ii) **The already employed, but dissatisfied employee:** This people are not of a specific skills that are needed in other Companies. Normally, they become rebellious to some extent with the authority because of a conviction that their talents are

unrecognised and uncompensated. this situation forms a good source of recruitment to vigilant Companies.

(iii) **Raiding:** This is a process employees from other Companies are hired⁶. Raiding also called poaching raises a lot of questions as the system is unethical. For example during the hey-days of banking in the Babangida administration, many commercial banks embarked upon raiding already established banks for qualified manpower. Also Cocoa-Cola in their processes of competition, employees staff of Seven-Up and other bottlers of soft drinks.

(iv) **The unemployed worker:** These are people laid-off because of slack times, gross misconduct. Or because of depletion in Company vehicles fleet size as in transportation Company⁷. Also it can happen when there is a permanent closure of the Company. Company seeking who to recruit soon contact such employees.

2.3 Recruiting Strategy

The appropriate strategy for a Company to follow in recruiting activities is dictated by the results of its activities in the areas of organisation and human resources planning. If the plants indicates no anticipated growth

and little attraction in the near future as a result of recruitment or other known factors, recruiting can be kept at a minimal level. When the opposite is true - if a major expansion is underway and/or large numbers of employees are approaching retirement age, for example - then major recruiting programmes are called for.

Recruiting is a continuous large-scale enterprise. Those employees known from experience, and for their human resource planning data, they are likely to have hundreds or even thousands of openings for certain job categories every year.

2.4 The Main Stages of the Recruitment

Recruitment as often thought is the finding, assessing and engaging of new employees. But this description is short-circuited, incomplete and potentially misleading. It is pointless to embark upon a recruitment programme without having established, in the first place, what human qualities make success or failure in the job to be filled. In essence, recruitment is a matching process; and the capacities and inclinations of the candidate have to be matched against the demands and rewards inherent in a given job or career pattern. From this, it follows that anyone undertaking recruitment must first acquire a clear understanding of the job to be filled. He must also take purposeful steps to attract the interest of people possessing the attributes demanded by the job. Recruitment is better conceived as being made up of four complementary

stages, each one of which is important in its own right.

The stages occur in the following sequence:

- (i) Assessing the job
- (ii) Attracting a field of candidates
- (iii) Assessing the candidates
- (iv) Placement and subsequent follow-up.

2.5 Methods of Recruitment

Generally, recruitment could be done internally and/or externally. Some organisations prefer to recruit from within in order to boost employee morale, loyalty and motivation. On the other hand some Companies have it as a policy to recruit from outside whenever a vacancy exist.

2.5.1 Internal Sources

They are made up of the following:

- (i) **Human resource information system:** Here personnel records including performance evaluation reports are kept to determine who is to be promoted, transferred or demoted.

- (ii) Present employees.

- (iii) **The Union:** Is another source before advertising. These system restrict employment only to members of the organisation as a result of the contract they have reached with management.

2.5.2 External Sources

- (i) Word of Mouth: Recommendations from satisfied friends and relatives are among the best sources of recruitment that a firm can have⁸. Consequently, many Companies encourage their employees to speak to friends about job opening in the Company.

Another alternative is where a superior person (Chairman Board of Directors, Presidents, Ministers, Governors) sends a person with a complimentary card or brings the person himself for consideration. This system normally exhibit mediocrity in their duty post. The world of mouth itself, is criticised as it does not lead to equal employment opportunities.

- (ii) Public Employment Agencies: Whereas the Federal Civil Service Commission is established in capital city of Nigeria to cater for the employment needs of the Federal Government, the State Civil Service Commission are located in the capital city of each State of the Federation to cater for the needs of such a State. They charge neither the employer nor the prospective employee for their services, for they have a public responsibility to service both.

(iii) Private Employment Agencies: They are used for obtaining job applicants for many types of position. However, they are used most frequently for clerical, sales, professional, and managerial personnel⁹. It is helpful only when a few number is required by a Company. They charge fees to either the applicant for the organisation for successful placement. The fees is negotiated or fixed.

Thus the private employment agency directs advertisement at both the employers and applicants which might be found in periodicals.

(iv) Executive Search Firms: Here their efforts are directed towards high-level managerial and professional talent for organisations. Their charges are exorbitant, but they provide a specialised service that may require personnel skills not available in the employer's own personnel department. Executive search firms may provide high-quality talent by "raiding", poaching, or luring employers away from other organisations¹⁰. They are sometimes referred to as head-hunters because of their behaviour.

(v) Out placement Services: This is aimed at assisting employees who have been or are being terminated to find another job. At first glance,

it may seem strange to consider what is done in getting rid of employees in the context of recruiting. The reason for doing so is that one Company's placement is another Company's recruiting source.

(vi) Campus Recruiting: Many entry-level professional and managerial jobs required a college degree. Perhaps the best source of college graduates is the college campus. Campus recruiters serve two functions. Firstly, they are organisations representative to individuals who have not knowledge of the firm. Secondly, they act as first-level screening agents for the organisation¹¹.

(vii) Professional or Trade Associations: Many associations provide placement services for their members. These services usually consist of compiling descriptive text on, or listings of job hunting members and their qualification and providing access to members during regional or national conventions.¹² They are very useful for attracting highly educated, experienced for skilled individuals.

(viii) Print and Electronic Media Advertisements: Many unskilled, semi-skilled, skilled, clerical,

administrative, entry-level managerial as well as managerial job openings are routinely advertised in daily newspapers. It is less expensive compared with other methods and is believed to be widely circulated and read in a short time. In Nigeria, the print and Electronic Media Advertisement combined with executive search firm for entry-level and managerial levels are widely used.

Electronic media may be chosen by organisations to advertise for positions anonymously. This are called blind advertisements.

(ix) Special Events: These are organised job fairs. They present an opportunity for hiring firms and applicants under the sponsorship of a non-profit, well-respected third party. Such could be chambers of commerce, educational institutions or government agency.

(x) Others:

(a) **SELF initiated walk-ins and write-ins**:

This is where an applicant walk in any Company to enquire a job availability. Or simply he writes an unsolicited application letter. Sometimes it is called "AT THE GATE".

(b) **Mergers and Acquisition:** Where two Companies merge a pool of experienced applicants are made available as others will no longer be considered in the merger.

(c) **Vocational Guidance Counsellors:** These are people who assist individuals in selecting careers compatible with their abilities, interests, and values. They may be found in high schools, vocational schools, universities and occasionally, may be affiliated with private employment agency. However, counsellors of higher institutions of learning are preferred.

(d) **Computer Data Bases:** A third party here, solicits resume from applicants and keep an up to date job candidates using the many methods available to employers.

2.6 The Term Selection and its Components

Selection is the process of gathering information for the purpose of evaluating and deciding who should be hired, under legal guidelines for the short and long term interest of the individual and the organisation¹³.

The purpose of any selection is to discriminate fairly among applicants who will perform well as employees from applicants who will not. Various means are normally put in use to support this determination. For example,

psychological tests, samples of work that would be performed, hired, and even "gut reactions" have been used with differing levels of success. The belief is that as applicant differ on the various predictors (e.g. psychological tests), they will differ in their work performance as employees.

1. Selection Methods - Group Selection

Among the qualities which neither the interview nor intelligence tests are able to assess accurately are the candidate's ability to get on with and influence his colleagues, to display qualities of spontaneous leadership and to produce ideas in a real-life situation. To meet this need, group selection procedures have evolved. They usually take the form of a group exercise contained on a real or imaginary problem. It is used for admission to management training courses by some industrial concerns. Given adequate safeguards they can also be used with success in the selection of executives. These method has its purpose, procedures for its conduct, interpretations which are briefly explained as below:

Purpose:

The purpose of group discussion is to

- (a) Get on with colleagues
- (b) Influence others, and his manner of doing so
- (c) Express himself in verbal terms

- (d) Argue from past experience and apply knowledge, intelligence and experience to a new problem
- (e) They also reveal the type of role he intends to take in a social group.

These characteristics break down into two major parts: intellectual skills and social skills. In addition, other personality factors are displayed and these may substantiate impressions gained during the interview, such as the existence of strongly held attitudes, likes and dislikes.

Procedures for its Conduct:

Three main types of situation or exercise can be used. These are:

- (a) Leaderless group (usually discussions): About six to eight candidates are given a topic of general interest or are allowed to choose for discussion. The setting has to be arranged carefully, so that no one chair dominates the rest. As with all groups, the members should be of reasonably comparable standing. The discussion is timed, recorded and assessors placed inconspicuously in the corners of the room.
- (b) Command or Executive Situation: The candidate are given an extensive brief, based on real life situation. In executive selection this might be the description and history of a Company, including its

leading personalities and current problems. The brief then leads to a typical job problem. The candidates are given the brief on the previous day, and have time to study it in which they are expected to take their turn of chair in outlining their solutions. The candidates then are availed of the opportunity for observation, comparisons and rankings.

Interpretation:

- (a) Social Skills: Each candidate is ranked on his social skill and the role he has taken (or tried to take). Social skill includes sensitivity to others, tact, aggressiveness, hostility, friendliness, withdrawal, reaction when contradicted or criticized; how he saves face or modifies his views. Social role take account of the extent to which others listen to him, ignore him, shout him down, become hostile to him; whether he becomes accepted as Chairman, expert, group co-ordinator, ideas man. The way he attempts to influence others, the way he handles others and the amount of respect he garners will be the major things looked for.
- (b) Intellectual Skills: The quality of his contributions are analysed for clarity of thought; ability to express ideas logically for clarity of thought; the quality of his analogies and generalisations; ability to apply both knowledge and experience to the problem,

flexibility of his thinking and the weight he carries in argument or discussion.

Principal ratings are generally given an account of general intelligence displayed; quality of argument; influence in argument; and ability in applying knowledge and experience.

(c) Strong Attitudes: These are often provoked in discussion but difficult to detect during an interview. The staunch authoritarian, the 'leaf in the wind', the fair minded, the 'one solution, one problem' men all come to the surface at some time or other. Strong political, racial or religious attitudes may often be revealed.

(d) Self or buddy ratings: After the discussion, candidates are sometimes asked to assess the contribution of the other members and to express their likes and dislikes of them. Sometimes they may be reluctant to do so, but generally this can be achieved, and sociograms compiled of the results.

2. Psychological Tests:

The introduction of psychological tests into industry has provoked a lot of suspicion and misunderstanding. This controversy persists inspite of hard tips evidence of its high predictive value if properly used in occupational sphere.

Tests should not be used as sole criterion in making an appointment¹⁴. Neither should it supplant the interview. The main types of tests are thus:

(i) General Intelligence Tests:

Intelligence tests are simply a means of measuring performance on a standard series of mental tasks; and they are important because it can be shown statistically that a person's ability to score highly on such tasks correlates with his capacity to learn and retain new knowledge, to pass examinations and to succeed at work.

It is however, one of the hardest things to assess accurately at least from what interview evidence has provided.

(ii) Special Aptitude Tests:

These are tests designed specifically to discern psychological make-up of individuals. For example, while others have a distinct flair for languages, others are gifted in mechanical things (electrical and other engineering types of activity); clerical; numerical; spatial; and, to a lesser artistic and creative capacities.

(iii) Tests of Attainment:

Attainment tests seek to measure a person's range and depth of knowledge of a subject and his grasp of its basic principles. As the marking of such tests

involves objective interpretation, they provide an accurate guide to a person's current knowledge and highlight his strength and weaknesses within the subject. They are better indicator of the current knowledge of some job applicants particularly when such examinations are taken some years ago.

(iv) Tests of Typical Performance:

This category of test is self-explanatory. Examples are shorthand and typing tests, with the items well graded in order of difficulty.

(v) Integrity:

Employers are interested in assessing the integrity of applicants for two general reasons:

To evaluate the credibility of information provided at the time of application and to determine whether the applicant can be trusted in the work place. Employers, especially in businesses where the opportunity for employee theft is great, have a real need to consider the honesty of future employees¹⁵.

(vi) Personality Tests:

These tests an employees as a means of assessing personality characteristics. Employers who do this testing believe that a person's blood type can provide insight into his personality. For example a person

with TYPE A blood is cautious, eager to please, indecisive and conformist; TYPE B - decisive, known for originality and versatility occasionally obnoxious, and stands out in a crowd; TYPE O - team leaders, confident and cool-headed, meets challenge with courage but may be domineering; TYPE AB - complex, mysterious with a tendency to eccentricity.

2.7 Selection Process

Selection Process: Since the selection process can be complex, employers are naturally eager to minimize the chance of an unwise selection decision.

Generally speaking, however, the more important a job, the more likely each step will be used. Almost all employers use the preliminary screening interview, application blank, and employment interview.

2.7.1 Step One: Preliminary Screening Interview

Different employers handle this step in various ways. For some jobs, applicants often walk into an enterprise's employment office. In such cases, a personnel manager will typically spend few minutes with each applicant and conduct a preliminary screening interview. In some smaller enterprises, however, if an applicant appears to be a likely job candidate, preliminary screening may progress directly to an employment interview¹⁶.

2.7.2 Step Two: Application Blank

Job applicants who pass preliminary screening next are typically asked to complete an application. Whereas equal employment opportunities (EEO) provisions are against questions about race, colour, age, sex, national origin, and religion in application blank; this is the most prominent areas of emphasis in Nigerian application blanks.

Properly used, application blanks can be an effective aid in selection, provided a candidates application meets selection criteria, an employment interview may then be sounded¹⁷. Application blanks are effective in selection only when the information obtained or furnished are accurate.

2.7.3 Step Three: Employment Interview

An employment interview is part of almost every selection process. Indeed, most studies indicates that the interview is the most important step in selection¹⁸. It is the only way an enterprise can gather information about such things as an applicant's communication skills, personal traits, and mannerisms. Furthermore, an interview presents an opportunity for both an enterprise and job applicant to "sell" themselves to one another and to establish their mutual expectations.

The expectations can only be accurately established, if employment interviews are as realistic as possible.

In general, there are three principal types of employment interviews:

(i) Structured Interview:

The interviewer asks a list of predetermined questions of each job applicant. This type of interview is frequently conducted by an interviewer who uses a standard form on which to record responses.

A prime advantage of structured interviews is that they allow a comparison of interviewees when more than one interviewer is screening applicants.

(ii) Unstructured Interview:

Here, there are no predetermined questions or pre-arranged sequence of topics to be discussed. Consequently, unstructured interviews are by design highly flexible. An interviewer is free to probe into those areas that seem to merit further investigation and to adopt his or her approach to the prevailing situations, as well as to changing stream of job applicants.

(iii) Stress Interview:

This is specially intended to determine a job applicant's ability to cope with stressful situations. Using this approach, an interviewer purposefully attempts to create a climate of intimidation.

2.7.4 Step Four: Employment Tests

Some enterprises use employment test to gather additional information on which to base their selection

decisions. Such tests vary from paper-and-pencil personality measures to job simulations and normal dexterity exercises¹⁹.

The primary intent of such tests is to assess an applicant's current level of proficiency for a particular job opening. An enterprises's resource management department usually is charged with seeing that these tests are properly administered and professionally evaluated to assure that they are both valid and reliable.

2.7.5 Step Five: Reference Checks/Letters of Recommendation

Virtually all enterprises require applicants to submit references - names of people for whom an applicant has worked - or letters of recommendation. Use of reference checks and letters of recommendation is based on the idea that the best predictor of future performance is past performance. This logic suggests that by gaining insight into an applicants past behaviour, the probability of a sound selection decision will be increased.

For references or letters or recommendations to be useful they must meet certain conditions.

- (i) The person preparing them must know an applicants past performance and be competent to assess it.
- (ii) This person must also be able to effectively communicate the assessment.

(iii) This person must be truthful.

2.7.6 Step Six: Physical Examination

Some enterprises require those applicants most likely to be selected for a job to complete a medical questionnaire or undergo a physical examination. This requirement ensures that only healthy applicants are hired. It is a useful means of acquiring baseline data for any future medical compensation claims. An enterprises' human resource personnel management department usually handles this²⁰.

2.7.7 Step Seven: Selection Decision

When the preceding steps are completed, the remaining job applicants can be compared and a final hiring decision rendered. Usually the personnel management department judges two or three applicants as qualified. These are then interviewed by the manager of the unit in which a job opening exist. This interview ensures that the applicants expectations about a job are accurate. It also allows both the manager and the applicant a last opportunity to pose an unanswered questions. The final decision concerning the applicant should be made by the unit manager since he or she will be responsible for training and developing the new employee. Once a decision has been reached, it can then be forwarded to the personnel management department, which will formally extend a job offer²¹. With the applicant's acceptance, the personnel management department will

process the required employment forms and notify the other applicants of the final decision.

2.8 The Term Placements and its Components

Placement is the process that ensures that job demands and organisational characteristics match individual skills, knowledge, and abilities; preferences, interests and personality. it is said to be the same with orientation and induction.

Towards the end of the selection process, a wealth of information about the candidate will have been gathered from correspondence, application form, interview and, possibly from tests and group selection procedures. The personnel's next important task is to reach a final assessment of each surviving candidate. This is to enable him arrive at a positive decision or recommendation on which, if any, of them should be offered appointment.

The interviewer should ensure that a candidate does not accept a job without a clear understanding of all its conditions. The onus is on the interviewer to fulfil the second objective of the interview - to provide the candidate with an accurate picture of the job. In addition to verbal information it is advisable wherever possible to give him a more vivid picture of the job and working conditions by enabling him to see it for himself. A visit to the department concerned is a normal routine in the final selection and placement procedure of many Companies, and is usually made the occasion for meeting or having an

interview with the supervisor.

During the interview, a decision may have to be made about the wage or salary which is to be offered to the successful candidate. Money may not always be as decisive as many people believe, but it is a profoundly important part of the contract of employment.

2.8.1 Orientation and/or Induction

Orientation and/or induction is the process that introduces new employees to their job, superiors and peers²².

This is a period of after-care which is very important. Much of this can be carried out by the new employee's supervisor, but the personnel/administrative manager should ensure that it is done. He will have taken the first steps himself on receipt of the acceptance letter.

The personnel manager must try to see that the new man will be able to settle in quickly and that foreseeable problems are dealt with in advance. A man cannot work well if he is worrying about resettling his family or finding it difficult to raise a mortgage. A leaflet giving information and guidance on such matters can be sent to him before he starts.

There is a limit to the amount of new information which an employee can assimilate on his first day. Everything is strange to him. Almost everyone is a stranger. The personnel manager should plan the induction

programme with this in mind. Some administrative matters have to be dealt with immediately and it is sensible to have a standard checklist of these so that none is overlooked. The employing department can generally be made responsible for introducing the new starter to his immediate colleagues and showing him the canteen, clinic, rest rooms, cloak-rooms. It is as well to make sure that even these obvious aspects are not left to chance. The personnel manager will usually explain welfare and personnel service as part of the induction process. The new employee can be reminded of functions of the personnel department and encouraged to raise any settling-in problems so that these can be nipped in the bud before they develop into serious difficulties. It is advisable to visit each new starter at his place of work during the first few days. This need not take more than a couple of minutes but is the best way of making sure that all is going well.

2.8.2 Purpose of Orientation

Orientation when effectively performed, it serves a number of purposes.

- (i) It reduces start-up costs that invariably occur when an employee is new. New employees are generally unfamiliar with the specifics of their job, how an enterprise functions, and whom to see on different matters. Thus, at least a while, new employees are less efficient than their experienced peers and additional costs may be incurred as a result.

(ii) It reduces the amount of anxiety and hazing new employees experience. The anxiety of job failure results from new employee's anxiousness about their ability to perform as expected. Such anxiety might be made worse by hazing. Virtually all new employees experience some form of hazing before they are deemed "acceptable" by their peers. Hazing teaches new employees their place in a work group's pecking order and, test either overtly or covertly - new member's skills.

(iii) It reduces employee turnover. If new employees judge themselves ineffective, or unneeded, and therefore experience negative feelings, they may seek to deal with them by quitting. By helping new employees establish realistic job expectations, effective orientation can greatly reduce costly turnover.

(iv) It saves time for supervisors and peers. Improperly oriented employees must still perform the work for which they were hired. To do so, they will often need help. The most likely sources of assistance are superiors and peers. By helping new employees "learn the ropes", effective orientation can save everyone time.

2.8.3 Orientation Programmes

Orientation programmes could be formal or informal²³.

(1) Formal Programmes:

These are normally held when an enterprise has listed a large number of new employees at the same time. They frequently include an address by a top manager, a tour of facilities, and some sort of film presentation on the enterprise's history, major products, and future prospects for continued success.

Information customarily covered in a formal Orientation Programme include:

(i) Overview:

- (a) Goods/services and customers served.
- (b) Steps in getting goods and services to customers.
- (c) Scope of enterprise activities.
- (d) Structure and relationship of enterprise and its branches.
- (e) Chain of command.
- (f) Facts on key managers.
- (g) Community relations, expectations and activities.

(ii) Key policies and procedures review.

(iii) Compensation.

(iv) Employee benefits:

Holidays and vacations (for example, patriotic, religious, birthday), other employee services.

(v) Safety and union prevention:

Occupational safety and health act requirements (review of key sections).

(vi) Employee and union relations:

Bringing things on and removing things from enterprise grounds.

(vii) Physical facilities:

Restricted (for example, cars, individuals).

(viii) Economic Factors:

(a) Cost of absenteeism

(b) Lateness

(c) Accidents.

(2) Informal Orientation Programmes:

This may amount to spending a day or so in each of an enterprises' principal departments and becoming acquainted with key personnel and the jobs they perform.

2.8.4 The Concept of Follow-up

The most crucial stage of selection work has not been started yet. Nor could it have been.

The whole purpose of recruiting is to find a man who will prove to be well-matched to the job for which he is

engaged. It is certainly not to find a man who will prove to be well-matched to the job for which he is engaged. It is not just a succession of new starters. Knowledge or results is essential. The personnel manager cannot know whether his own performance is satisfactory unless he has a systematic feedback of information about the employee's progress. This concept of feed-back is most important, if high standards of attainment are to be reached in any field of human endeavour. The efficiency of selection work must be judged by its actual results.

Neglect of follow-up can have consequences. A poor selector may remain undetected for a long time and a considerable amount of money may be wasted through unnecessarily high turnover or in training the wrong people. Furthermore, however sound the selection methods may be, some mistakes will occur and when they do they should be remedied as soon as possible.

Footnotes

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CHAPTER THREE

HISTORICAL DEVELOPMENT AND THE OPERATIONAL ACTIVITIES OF BENUE LINKS (NIGERIA) LIMITED

3.1 Historical Background of Benue Links (Nig.) Limited

Benue Links (Nigeria) Limited was established as a limited liability Company by the Benue State Government in May, 1988 with the specific task of implementing the Federal Urban Mass Transit Programme (FUMTP) now Federal Urban Mass Transit Agency (FUMTA) in Benue State. As originally conceived, the Mass Transit Programme is a joint Federal and State Governments programme. While the former provides logistic support, operational guidelines and technical assistance to States, the latter are responsible for the actual delivery of Transport services to the travelling public through the operations of their respective State-owned Mass Transit Agencies. Thus, Benue Links (Nig.) Limited like its counterparts in other States operates under the operational guidelines of FUMTA (PUMTP). The existing cordial relationship between BLNL and FUMTA has enabled the Company benefit from various forms of assistance, notably vehicle allocation, workshop tools and equipment, occasional allocation of vehicle spare parts, grant for site improvement and others.

Although registered as a limited liability Company of the Benue State Government, BLNL was never really allowed to operate as it should. Available records show that the management of the Company continued to pass from the hand

to another, and ministerial control also moved from one Ministry to another. In the absence of a stable managerial team and a clear mandate, BLNL lacked direction and therefore drifted at one of the crucial stages in its existence i.e. when the Company had a large fleet (over fifty new vehicles). This was the best time when as a Transport Company, it could do business more profitably.

In the last three years or so, following the recommendations of the Expert Committee on Government owned Companies, the Benue State Government re-defined the mandate of the Company in an effort to make it more relevant in terms of its revenue generating potential and, to ensure that it lives up to the expectation of providing meaningful transport services to the people of Benue State within the overall frame-work of the Federal Urban Mass Transit Agency which has substantially invested in the Company over the years. (For example completely modern workshop has been put in place by FUMTA).

3.2 Company Objectives

The mandate of this Company revolves around the provision of land based transport services in accordance with established Government and Company Guidelines. Consequently, Benue Links (Nigeria) Limited is concerned with:

- (i) Provision of additional vehicles for use by commuters and, being an implementor of a Federal Populist (Mass Transit) Programme charges fares

that are competitive but affordable to most commuters.

(ii) Render ferry services to riverine communities through such ferries built and handed over to it by FUMTA.

(iii) Efficient and productive application of available resources to enhance profitability and hence long term survival and growth of the Company.

(iv) Render mechanical services to Benue State Government Agencies and other interested members of the public through motor repair.

3.3 Operating History

After incorporation in May, 1988, Benue links started operations under a task force of the Urban Development Board. Few months later, ministerial responsibility over the Company was transferred to the Ministry of Commerce and Industry. The appointment of a Chief Executive designated as a Sole Administrator was named only after nine months into operations. These status was changed to General Manager in 1989 and later again upgraded in 1992 to Managing Director to reflect Governments' changing and expectations of the Company.

From all indications, the lack of continuity in administration and leadership affected other major areas

bothering on the Company's ability to live up to its mandate. It is clear that there was no serious preliminary/feasibility study before the Company was established. Key decisions such as the site on which the Company would commence operations, type of vehicles to be used, calibre of staff to be hired were not based on any systematic assessment of the needs of the industry in general and the peculiar circumstances of Benue Links in particular. The Company therefore failed to take advantage of the new vehicles it had when it had the best opportunity to do profitable business. The implications of this development are that debts which could have been paid earlier are still outstanding and are accumulating interest at the FUMTA. Secondly, essential infrastructure (passenger waiting/booking facilities, offices, workshop etc) which were supposed to be put in place at the inception of the Company.

3.4 Organisational Structure

Like any other organisation, Benue Links (Nig.) Limited has an organisational structure. It depicts the hierarchy of the Company. The question is whether, it has ever been effectively put to use. As a small Company, the tendency however has been for every Chief Executive arrogating every bit of power to himself. Most often than not, this arise out of the departmental heads inability to take quality decisions for himself. Therefore, he runs to the Chief Executive so that he is not blamed and his

position then put at stake. In essence, there has been responsibilities here but no power to carry them out.

Depending on the current administration, a Board of Directors may or may not be appointed. In cases where they are appointed, they occupy the apex of the organisation which provides general policy direction and guidance. However, the day-to-day running of the Company is carried out by the Managing Director and/or General Manager through seven other departments: Administration, Traffic, Commercial, Maintenance (Company and Commercial), Finance and Ferry Services. In addition, the Company has some facilitating units that reports directly to the Office of the Chief Executive. They are Internal Audit, Statistics and Monitoring Units. In manning the various departments and units, the Company was mindful of its size and the relative complexity of the tasks in the various departments. The relative simple managerial structure avoids over concentration of senior managerial talents in the relatively small organisation. Below is the ORGANIGRAM: (See Appendix I).

3.5 Fleet Situation

At the peak of the Company's operation, it had about 58 buses. In September, 1990, the Company undertook a fleet standardisation exercise which resulted in the disposal of its problematic brand of vehicles such as the BUREM FIAT and DAIHATSU buses. At States creation and after assets sharing, the Company lost further fourteen

(14) vehicles and a boat to Kogi State. The fleet situation in the period immediately following the sharing of assets was so bad that the Company hardly had fifteen buses on road at any given time. This was as a result of aged vehicles that were allocated to Benue Links and their escalating running costs.

However, the Company acquired additional vehicles through the Federal Mass Transit Agency, the Urban Development Bank of Nigeria and the Benue State Government. Between 1995 and now, the Company has also gotten other number of vehicles from the Federal Urban Mass Transit Agency out of one thousand units (1000) announced by the President, General Sani Abacha. The updated information is attached as the Appendix II.

3.6 Routes Covered

The Company currently extends its services to seven (7) out of eighteen local government areas. Our inter-State routes cover Abuja, Kano, Kaduna, Jos, Lagos, Dan-Anacha in Taraba State, Idah in Kogi State, Akure, Ibadan, Onitsha, 9th Mile, Minna and Lafia.

Our route selection strategy is guided by such considerations as economic viability, state of the roads and the need to reach as many parts of the State and the country as possible.

2.7 Finances

Benue Links (Nig.) Limited operates within the limits

of the revenue generated internally, though government has since inception, been coming in occasionally to assist on fleet acquisition. The Company has generated the following gross income:

GROSS INCOME				
1990 N	1991 N	1992 N	1993 N	1994 N
7,042,195	8,976,653	12,053,092	13,767,373	31,796,596

These amounts have been used variously for gradual site development, purchase of new vehicles and spare parts, loan repayment, running costs and other overheads. The significant reduction in fleet size did not affect the Company's revenue generation. Instead, it has continued to improve especially in the last four years. This result has been achieved mainly through increased productivity, improved ticketing, better control of fraud; more aggressive sourcing of profitable routes.

3.8 Management

Until recently, Benue Links suffered from lack of planning and arbitrary decision making due to the absence of a managerial culture/tradition. Available records shows that between 1988 when the Company was incepted and 1995, the Company was headed by 6 (six) different people while ministerial control moved from Ministry of Works to Urban Development Board, to commerce and Industries.

Most of the mistake of the past namely, wrong choice of site and vehicles, quality of staff hired, absence of basic infrastructure and support services, for effective operation can be attributed to lack of planning and the absence of a strong managerial tradition. Management is a learning process. However, the appointment of a new Sole Administrator in March, 1994 caused an appointment of a consultant to look into the operations of the Company and draw up a manual that incorporated an organisation structure. Though the structure is put into use, authority and responsibility is yet to be surrendered completely to the respective managers for effective performance. Experiences of the previous years has been useful in dealing with and/or adjusting to current realities and to even assemble the right team and motivate staff appropriately. Nevertheless, management of Benue Links (Nig.) Limited clearly, has had no opportunity to adapt to the changing environment and adopt self-correcting measures due to frequent changes. Similarly, Benue Links management has not had a time frame within which to pursue agreed targets. If Benue Links (Nig.) Limited had no agreed targets for pursuit, then you can better imagine how their recruitment selection and placement programmes would look like. Could it be that of Fire Brigade approach?

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND RESULTS

4.1 Data Presentation

As earlier on stated in Chapter One, twenty questionnaires were distributed to staff in the Administrative Department of the Company who deal directly with the recruitment, selection and placement processes and twenty questionnaires to other staff who work indifferent departments in the Company. Out of the 20 questionnaires distributed to Administrative Department and 20 in other Departments, only 14 and 13 questionnaires were duly completed and returned respectively.

The success rate was 70% for the Administrative Department and 65% for staff in other departments. Thus the analysis was based on the response of 27 employees covered by the study.

4.2 Data Analysis - Analysis of Company Employees Responses

Question 1:

For how long have you been an employee of the Company?

- (a) less than 2 years (b) 2-4 years (c) 4-6 years (d) 6-8 years.

Response:

The responses to this question indicated that twenty-four out of 27 respondents have working experience of 2 years and above. This amounted to 88.9% as against three respondents having less than 2 years working experience. This is an indication that a large proportion of the employees of the Company are conversant or should be conversant with the operations of the Company due to their duration in the service of the Company.

Thus most of these employees must have much knowledge on recruitment, selection and placement processes in the Company. The assertion is based on the fact that as the employees interact with each other, they must be acquainted with the activities in the administrative department charged with the execution of these processes in the Company.

Question 2:

With what qualification did you joined the Company?

- (a) Primary school certificate (b) WASC/GCE/SSCE
(c) Diploma/'A' level certificate (d) Degree/
equivalent certificate.

Response:

For this question 17 out of the 27 respondents are with diploma and 3 out of the number, university/equivalent certificates. None of the

respondents here employed with primary school certificate. However, 7 of the 27 respondents are WASC/GCE holders. This could be traced that employees with lower academic qualifications and more than those with higher certificate and sound theoretical background.

Question 3:

In what discipline was your qualification?

(a) Business administration (b) Economics (c) Personnel management (d) Public administration (e) Other fields.

Response:

In any business organisation the first four discipline as listed above are most significant in the personnel/administrative department. The analysis of the data collected for this very question gave us a clear picture that only about 7 out of the 14 employees in the administrative department who returned their completed questionnaires are from these disciplines. On the other hand 7 of the respondents were from other disciplines which are less vital to the administrative department. These employees have basic general qualifications comprising other disciplines. Perhaps this deficiency could affect the ability of these employees to effectively execute the processes of recruitment, selection and placement in

the administrative department. A careful analysis and evaluation of job applicants need a substantial amount of qualified personnel to attend to these processes mentioned above.

Question 4:

Have you attended any course in connection with personnel administration/management?

(a) Yes (b) No.

Response:

Five (5) out of 27 or 18.5% of the respondents have attended training courses in personnel management as compare to 22 or 81.5% who have not attended any training course in personnel administration/management. Thus handling of recruitment, selection and placement processes by employees that have not undergone a training in the field might have drawback on required theoretical thoroughness for the employees in question. As such involvement of such employees in these processes could have serious implication on the quality of recommendation on job applicants for employment for final approval.

Question 5:

What factors or combination of factors among the following that influences recruitment in your Company?

(a) Government regulations (b) Union Agreement (c)

Labour market (d) Job applicant (e) Employment needs.

Response:

17 out of 27 respondents or 62.9% favoured the government regulation, union agreement, labour market and employment needs as factors influencing recruitment, process in the Company. The job applicant also considered by the respondents. This may be due to the fact that each of these factors are being considered even though at different situations for recruitment. In this regard, all the factors are considered important in the recruitment process.

This is followed by 7 out of 27 respondents of 25.9% who held that government regulations, labour market and employment needs are factors used in the recruitment exercise. One out of the 27 respondents or 3.7% held that labour market, employment needs and job applicant are the main factors influencing recruitment process in the Company.

All the respondents are of the view that the job applicant and the employment needs are highly considered in the recruitment, while 26 out of the 27 respondents indicate the government regulations.

Question 6:

What is or are the major sources of recruitment available to your Company?

Response:

The response given by 27 respondents are related and interrelated. Thus the following correlated the responses.

- Use of present employees by way of promotion.
- Internal advertisement
- Human resources information system
- Recommendations from friends and relatives of top officers in the Company.
- Employment agencies
- Print and electronic media advertisement
- Self initiated walk-ins and write-ins in form of enquiries.
- Executive search firms when high level managerial and professional talent are needed.

Question 7:

What are the main sources of manpower available to the Company?

- (a) the new employees
- (b) the already employed, but dissatisfied employees
- (c) raiding (poaching)
- (d) the unemployed personnel (worker)

Response:

The various responses to this very question by the respondents revealed that out of the 27 respondents 4

held that (A, B & C) the new employee, already employed but dissatisfied and raiding are the major sources of manpower available to the Company. 8 respondents were of the opinion that (A, B & D) the new employee, already employed, but dissatisfied employees and the unemployed worker are the major manpower sources, while 10 respondents were of the view that (A, B, C & D) the new employee, the already employed but dissatisfied employees, raiding and the unemployed are the major sources of manpower to the Company. This may be due to the fact that all the sources are considered from time to time as the need arises. However 5 respondents held that only (A and D) the new employees and the unemployed workers are highly considered as the main manpower sources to the Company.

Question 8:

Does your Company engage in any selection process before placement? Comment briefly.

Response:

10 out of the total number of 27 respondents revealed that the Company does not carry out any selection process before placement, while 17 out of the 27 are of the opposite opinion that the Company normally carry out selection process before placement. Comments by the 20 respondents above showed that in

most cases the Company's recruitment is based only on those candidates recommended by top government and the Company top officials thereby hindering the selection process to take its proper course. However, comments by the 17 respondents which correlated showed that the Company follows leaders group and commander or executive procedure in the selection process, depending on the prevailing circumstance.

Question 9:

What is or are the main test(s) conducted on job applicants before he/she is finally appointed for a vacancy in the Company? Example psychological test.

Response:

Responses to this question by the 27 respondents equally varies. 10 out of the 27 respondents were of the opinion that test are not conducted. This may be because no test was conducted on them or perhaps they are among the top government or the Company's top officials candidate who were given automatic appointment in the Company. However, 17 respondents revealed that tests are conducted on a job. Applicants, their responses correlated and indicated the following kinds of tests:

- Personality characteristics (blood group).
- Integrity of applicants as regard honesty, trustworthiness, credibility of information

supply on the application forms.

- Typical performance test for typists and secretaries.
- Special aptitude tests to discern psychological make up of individuals.
- Attainment test to measure an applicant's range and in depth understanding on a subject.
- General intelligence tests to measure performance on a standard series of mental task.

Question 10:

Does your Company follow some steps in the process of selection?

(a) Yes (b) No. If yes list the steps in their sequence.

Response:

All the 27 respondents have agreed that the Company carried out its selection process based on laid down steps. Their responses revealed the following sequence:

- Preliminary
- Application blank
- Employment interview
- Employment tests
- Reference checks/letters of recommendation
- Physical examination
- Selection decision.

Question 11:

Does your Company conduct interview before given appointment to job applicant?

(a) Yes (b) No. If yes, which of the following is frequently used by the company?

- (a) Structured interview
- (b) Unstructured interview
- (c) Stress interview.

Response:

An analysis of the responses to this question shows that all the 27 respondents have revealed that an interview is normally conducted before appointment of suitable job applicant for a vacancy. The analysis showed that the Company uses a combination of structured and stress interviews in the selection process. Sometimes structured interview prevails while at other times unstructured interview prevails. This typically depend on the circumstance at hand. Thus the Company never restricts itself to only structured, unstructured or stress types of interviews. However, only 8 respondents revealed that only structured interview is practiced by the Company. These respondents may not have full knowledge of the types of interviews used by the Company in the selection process.

Question 12:

After selection decision is made by the personnel or administrative department, does the Company allow the unit or department manager in whose department a job opening exists to interview the selected job applicants before final placement?

(a) Yes (b) No. Comment briefly on your answer.

Response:

It is clear from the responses given to this particular question by 27 respondents. 8 respondents out of this number held that the Company strictly allow the unit managers in whose departments/units a job opening exists to interview job applicants before final placement. 19 respondents out of the 27 employees held that the unit managers are not allowed to conduct interview on selected job applicant before final placement. This could be attributed to the fact that the Company in some situations does not consider such interviews necessary. Thus the Company put itself in a position that best suits a given circumstance, provided it does not select unqualified job applicant for a particular unit.

Question 13:

The next process after selection decision is made; is the placement process. Now in your opinion does the Company execute the placement process base on the

selection decision made by the personnel department?

Response:

16 out of the 27 respondents held that placement process does not necessary follow the selection decision reached. Thus the deviation shows that placement process is tempered with by top government and the Company's top officials. 11 out of the 27 respondents were of the view that the Company strictly follows any selection decision reached by the personnel or administrative department. They opined that this is done in order to attract the most qualified job applicant in every circumstance. Thus the deviation from the selection decision may be that certain forces normally have a hand in the placement process to suit their interest other than that of the Company.

Question 14:

Does the Company normally conduct an orientation/or induction course for its employees after placement on a job?

(a) Yes (b) No.

Response:

10 out of the 27 respondents expressed that an orientation course is usually conducted for new employees on their appointment. this is done by their

unit managers. While 17 respondents showed that no orientation is conducted for the new staff. It could be inferred that the Company conduct orientation for its staff handling complex tasks and allow personnel handling less complex tasks to learn their duties on the new job as they progress. Perhaps, it might be that the Company in most cases employs experienced staff who do not need orientation on their job in the Company since they discharged similar duties somewhere else.

Question 15:

Does the Company give an orientation to its new staff covering all the departments in the Company or just the unit or department in which the new employee is to serve?

(a) Unit/department only (b) All the departments in the company. (c) No orientation.

Response:

It is clear from the responses given to this question that 6 out of 27 respondents expressed that the Company gives orientation to its new employees covering other departments or units, not just only their unit of operation. While 4 out of the 27 respondents held that only the departments/units in which an employee is to discharge his/her daily duties are covered during orientation. However, 17

respondents out of the total number of 27 respondents held that the Company does not conduct orientation for new employees at all. It could be deduced that these employees have received no orientation in the Company, and asuch they are not conversant with the orientation programmes organised for new staff, neither do they conduct one for the staff under them.

Question 16:

Does the administrative department in your Company which is charged with the execution of recruitment, selection and placement processes engaged in any follow-up on the performance of new employees?

(a) Yes (b) No. Comment briefly on your response.

Response:

13 out of 27 respondents held that unit managers and the administrative officer do not follow up the performance of their new subordinates. It could be inferred that these employees are not aware of how their superiors follow up their performances. Nevertheless, their assertion could be true judging from how functions are carried out in the Company. Besides, 14 out of the 27 respondents revealed that their unit/department managers strictly follow up their performance through frequent supervision on their assigned duties.

Findings

With due regard given to the general analysis of the data collected for the research study, several findings were encountered as regard the inefficient and ineffective execution of recruitment, selection and placement processes in the Company.

- Inefficiency in the performance of these functions arises as a result of abuse of discretionary powers by the officers charged with the execution of these processes.
- It also appears the administrative department which is charged with the responsibility of recruitment, selection and placement functions in the Company has been equipped with inexperienced personnel and as such these processes are poorly executed by them.
- It has also been found that the employees in administrative department have not acquired enough theoretical thoroughness (training) in the field of personnel management or administration to enable them discharge their duties effectively and efficiently.
- The employment need, labour market and job applicants have played vital roles in the recruitment of job applicants in the Company under study.
- There is reluctance of the officer's concerned with the selection process to conduct psychological test before final placement of job applicants on their jobs.

- It equally appears that the Company in most circumstances did not strictly follow the selection decision thereby attracting unqualified candidates sent in by top government or the Company's top officials to fill vacancies.
- It has also been found that the Company does not conduct orientation courses for its new employees in most circumstances. And even when this is done, it does not cover the whole departments in the Company but just the unit or department in which the new employee is to discharge his/her daily duties.
- It also appears that the unit managers in the Company do not effectively supervise the activities of their subordinates in order to feed back the personnel department with reports on the new employees to enable personnel manager plan courses around them for improvement.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

So far we have established that human beings are the life blood of any enterprise. They are, literally, a Company's most vital assets. The profitability and perhaps the survival of a Company usually depends upon the calibre of its work force. Since the recruitment, selection and placement processes either open the Company's door to prospective employees (or shut it in their faces), the proficiency with which these processes are conducted is of crucial importance. Efficient recruitment, selection and placement procedures are pre-requisite to the development of an effective working force.

Thus the research was tailored towards effective and efficiency in recruitment, selection and placement of human asset, with due regard to factors influencing effective and efficient recruitment, selection and placement processes in a Company. The recruitment, selection and placement processes were given a good analysis.

In the literature review, an in depth analysis of these processes was reviewed. Factors affecting recruitment, selection and placement processes were seen. An analysis of the manpower sources, recruitment strategy and the main stages of recruitment were also considered to establish whether human qualities make success or failure

in the job to be filled. A critical look at the methods of recruitment and selection of job applicants were given due attention. The orientation and follow-up as components of placement process which is the final procedure for employment were equally analysed. It was vividly depicted how orientation and/or induction course when effectively conducted for employees enhances their performance and thereby increasing the profitability and survival of a company. The study has shown that most companies have the objective of making profits but forget to put into place proper machineries for engagement of qualified personnel who can effectively pursue the accomplishment of its objective. One would wonder how the recruitment, selection and placement of applicants would be if these processes are handled by unqualified personnel. Thus the recruitment, selection and placement of human resources are vital processes in achieving the objective and/or profitability of any company. Any negligence or dereliction in the execution of these manpower management machineries would be detrimental to the success of any company.

5.2 Recommendations

Having established the fact that human beings are the pinnacle of any company or organisation, adequate care should be exercised in attracting them.

Thus in addition to the various ways and measures taken for effective and efficient recruitment, selection and placement of job applicants, the underlisted measures should be adopted as compliments for proper execution and minimisation of poor recruitment, selection and placement processes.

1. Recruitment is a matching process, and the capacities and inclination of the job applicants should be matched against demands and rewards inherent in a given job or career pattern. Thus it follows that anyone undertaking recruitment, selection and placement processes should first acquire a clear understanding of the job to be filled. He should also take purposeful steps to attract the interest of people possessing the attributes demanded by the job.

2. Executive search firms should be used by the company where it found it difficult to attract suitable manpower at the management level. Such firms will provide high quality talents by raiding, poaching or luring qualified employees from other companies to

fill the vacancies at the management level in the Company.

3. Placement of job applicants should strictly be based on selection decision reached by a team charged with such responsibility. The Company should avoid situations where top government or officials of the Company influence the placement process by sending in unqualified candidates for employment.
4. Psychological tests in conjunction with other tests should be used as criteria in making job appointments.
5. In examining a job application adequate care should be taken to ensure that certain details are ascertained. Investigation has shown that certain prospective employees use to deceive their prospective employers. The truth about such employees could be ascertained through personal interview. It is the only way an employer can gather information about such details supplied on the job application as well as to know the applicants communication skills, personal traits and mannerism - honesty, trustworthiness. Above all such interview should be as realistic as possible.
6. Managers in whose departments/units a job opening exists should be allowed to interview selected job applicants for placement in their units. This will

ensure that expectations about a job are accurate. The final decision concerning an applicant should be made by the unit or department managers since he/she shall be working with and will be responsible for training and developing the new employee.

7. The personnel/administrative manager should ensure that an orientation or induction courses which should cover the whole Company and not only a unit or department is conducted for new employees to acquaint them with their jobs, superiors and peers.
8. There should be proper follow-up or supervision on the performance of a new employee and a systematic feedback made to the appropriate officer to ensure that the selection process was well executed.
9. The Company should continue or commence recruitment, selection and placement of qualified personnel and equally maintain a high standard of efficiency and integrity among the employees.
10. There is need for the government of the Federal Republic of Nigeria to enact a decree on professionalism. This will ensure that Companies and organisations recruit qualified employees for existing vacancies.

11. There is the need for stable and long enduring recruitment, selection and placement policies by the Company to encourage effective performance of personnel on their job.

12. The Company should engage in proper manpower planning. This will assist the Company to know the number and quality of personnel required for recruitment, to be assigned and those due for retirement and those needed to be trained for better utilization.

13. Last but not the least, selection process should be to ensure that as far as possible, employees are placed in jobs where they have strong expectation of being well-adjusted to their work and to their environment. The effectiveness of the recruitment method in Nigerian Companies should therefore be achieved in practice.

5.3 Conclusion

In conclusion, it has been held that manpower is a life blood of any Company and the processes of recruitment, selection and placement which bring in or discriminate the human assets in a Company should be exercised with adequate care to ensure efficient performance of a Company employees. However, in performing the functions of recruitment, selection and placement by the officers concerned, it is patent that an error or errors of

judgement could occur. Whether the error is intentional or inadvertent, it means poor execution of these processes, and subsequently there will be non-fulfilment of the Company's objective and in most cases followed by loss of profitability.

Regardless of these implications, Companies in our country today are still swimming in enormous problem of effective and efficient performance of employees. These trends notwithstanding, if the aforementioned recommendations could be carefully and patiently implemented in an effective and efficient manner, they still help to not only reduce the abuse of the recruitment, selection and placement processes, but equally enhance the performance of employees on their jobs and there will be no need for dismissal or retrenchment of personnel in our Companies.

The study has succeeded in identifying the major factors influencing recruitment process for Companies to take note of them. The methods of selection established the control measures for sound selection of job applicants as well as subsequent placement. In essence, sound execution of these processes takes care of more than 50% of effective and efficient performance of a Company employees.

Last but not the least, human beings are the pinnacle of any Company, and where we willingly cause its collapse by mismanagement through the processes of recruitment, selection and placement, then our Companies will record slow if not negative growth. And as a result they will not only

fail to support government economic goals or efforts squarely but will also be unable to stimulate economic activities in productive industrial sector.

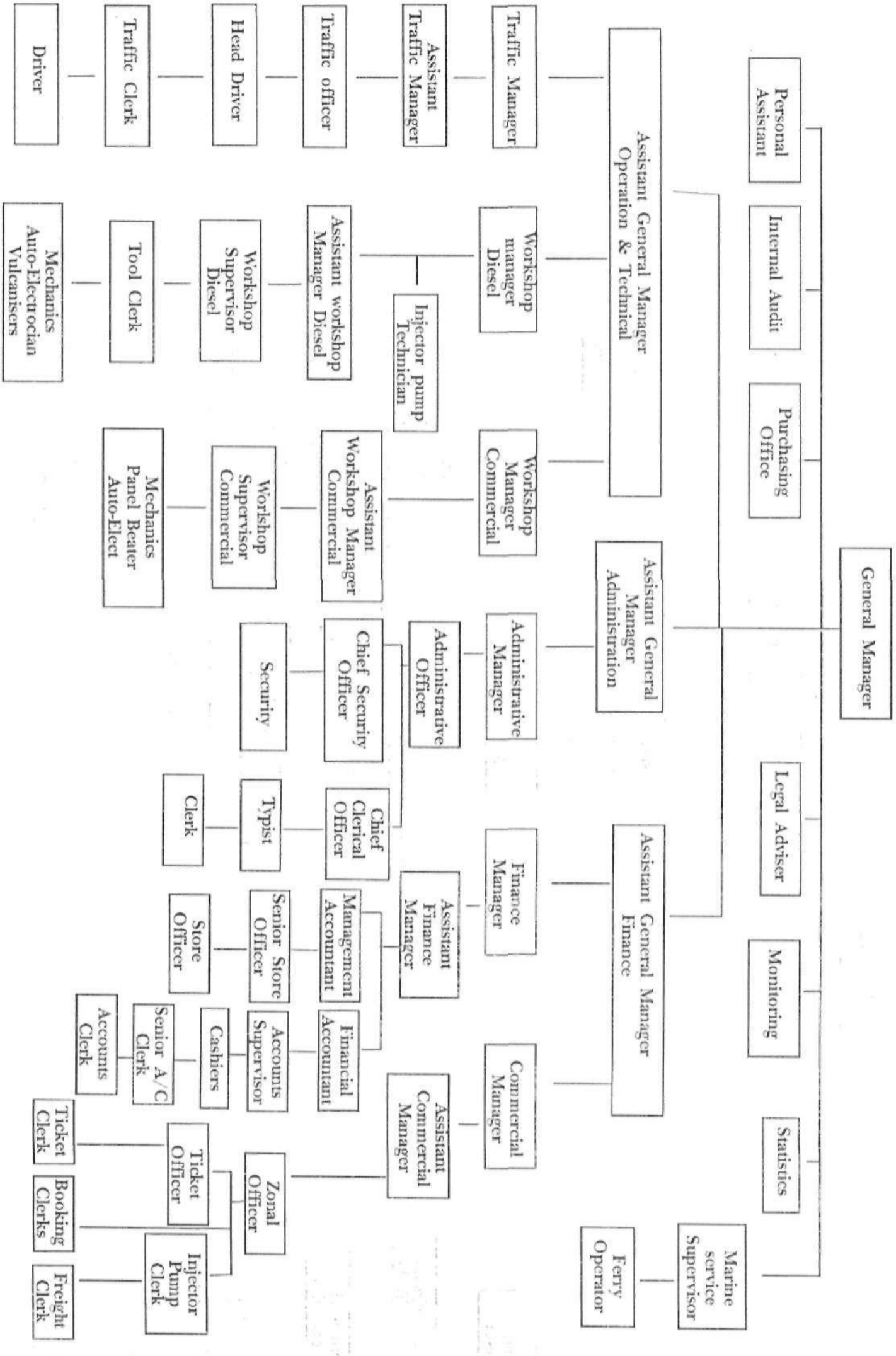
Our Companies must be help to get over the incidence of poor performance and whoever is given the authority to execute recruitment, selection and placement processes should see it as a honourable obligation to do it well. That is the basic taste of fair office practice.

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APPENDIX I

ORGANIGRAM



APPENDIX II

VEHICLE FLEET

1. BN 03 - A28 - 504 Saloon
2. BN 04 - A28 - 504 Saloon
3. BN 05 - A28 - 504 Station Wagon
4. BN 06 - A28 - 504 Saloon
5. BN 07 - A28 - 504 Saloon
6. BN 08 - A28 - 504 Station Wagon
7. BN 11 - A28 - 504 Station Wagon
8. BN 12 - A28 - 504 Saloon
9. BN 13 - A28 - 504 Saloon
10. BN 14 - A28 - 504 Station Wagon
11. BN 15 - A28 - 504 Saloon
12. BN 16 - A28 - 504 Saloon
13. BN 17 - A28 - 504 Saloon
14. BN 18 - A28 - MB 608D
15. BN 19 - A28 - MB 608D
16. BN 01 - A28 - 504 Saloon
17. BN 20 - A28 - MB 608D
18. BN 21 - A28 - MB 608D
19. BN 22 - A28 - MB 608D
20. BN 24 - A28 - MB 608D
21. BN 23 - A28 - MB 608D
22. BN 25 - A28 - MB 608D
23. BN 26 - A28 - MB 608D
24. BN 27 - A28 - MB 608D
25. BN 28 - A28 - MB 608D
26. BN 29 - A28 - MB 608D
27. BN 30 - A28 - MB 608D

28. BN 31 - A28 - Mitsubishi
29. BN 32 - A28 - Toyota Coaster
30. BN 33 - A28 - Toyota Coaster
31. BN 34 - A28 - Toyota Coaster
32. BN 35 - A28 - Toyota Coaster
33. BN 36 - A28 - Toyota Coaster
34. BN 37 - A28 - Toyota Coaster
35. BN 38 - A28 - Toyota Coaster
36. BN 39 - A28 - Toyota Coaster
37. BN 40 - A28 - Leyland
38. BN 41 - A28 - Leyland
39. BN 42 - A28 - MB 0365
40. BN 43 - A28 - MB 0365
41. BN 44 - A28 - MB 0365
42. BN 45 - A28 - MB 0365
43. BN 47 - A28 - MB 0365
44. BN 46 - A28 - MB 911
45. AE 786 ABC - MB 1414
46. AE 800 ABC - MB 1414
47. AE 787 ABC - MB 1414
48. AA 522 BWR - MB 809
49. AA 523 BWR - MB 809
50. AA 524 BWR - MB 809
51. AA 525 BWR - MB 809
52. BN 48 - A28 - MB 0362
53. BN 49 - A28 - Peugeot 504 Pick-up
54. AA 503 ABJ - MB 809
55. AE 876 ABC - MB 1414
56. AG 298 ABJ - MB 809
57. AG 299 ABJ - MB 809

COMPANY EMPLOYEES' QUESTIONNAIRE
"HIGHLY CONFIDENTIAL" RECRUITMENT, SELECTION AND
PLACEMENT IN BENUE LINKS (NIG.) LIMITED

Dear Sir,

An investigation is to be carried out by Mr. Bemaa T.T., a Masters of Business Administration Student of Ahmadu Bello University, Zaria. I am conducting a research study on the above mentioned topic and your Company has been selected for this research study. This exercise is purely academic and has nothing to do with anything that may be detrimental or jeopardise the chances of your organisation in its business efforts.

The information you send will be treated in strict confidence and no quotation will be made without your due permission. Your name and signature are not required.

I would be grateful if you could complete this questionnaire and pass it to the bearer. If you have any query relating to this questionnaire, please contact me.

Thank you for anticipated co-operation.

Yours faithfully,

Bemaa T.T.
Department of Business Administration
A.B.U.
Zaria.

6. What is or are the major source(s) of recruitment available to your Company?

7. Which of the following is or are the main source(s) of manpower available to the company?

- (a) The new employees
- (b) The already employed, but dissatisfied employees
- (c) Raiding (poaching)
- (d) The unemployed personnel (workers)

8. Does your Company engage in any selection process before placement of job applicants?

(a) Yes (b) No Comment briefly on your answer.

.....
.....
.....

9. What is or are the main test(s) conducted on job applicants before he/she is finally appointed to fill a vacancy? Example psychological tests.

10. Does your Company follow some steps in the selection process?

(a) Yes (b) No. If yes list some of them in their sequence.

.....
.....
.....

11. Does your Company conducts any kind of Interview before given appointment to job applicants?

(a) Yes (b) No

If yes, which one of the following is frequently used?

- (a) Structured interview
- (b) Unstructured interview
- (c) Stress interview

12. Does the Company allow unit or department managers in whose department a job opening exists to conduct on selected job applicants before final placement?

(a) Yes (b) No

13. The next process to selection of job applicant in any organisation is the placement process. Now in your own opinion does the Company execute the placement of job applicants based on any selection decision made by the personnel department?

14. Does the Company conduct an orientation/or induction course for its employees after final placement on a job?

(a) Yes (b) No If No why is it so?

.....
.....
.....

15. Does the Company conduct an orientation to its new staff covering all the departments in the Company or just the unit or department in which the new employees is to served?

- (a) Unit/department only
- (b) All the departments in the Company
- (c) No orientation.

16. Does the administrative department in your Company which is charged with the execution of recruitment, selection and placement processes engaged in any follow up on the performance of new employee?

(a) Yes (b) No.