RECRUITMENT, SELECTION AND PERSONNEL DEVELOPMENT IN ORGANISATIONS:

A STUDY OF PEUGEOT AUTOMOBILE (NIG) LIMITED.

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TOPIC-

RECRUITMENT, SELECTION AND PERSONNEL DEVELOPMENT IN ORGANISATIONS: (A CASE STUDY OF PEUGEOT AUTOMOBILE LIMITED, KADUNA)

SUBMITTED TO THE FACULTY OF ADMINISTRATION, DEPARTMENT OF BUSINESS ADMINISTRATION AHMADU BELLO UNIVERSITY ZARIA

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DECLARATION

I HEREBY DECLARE THAT THIS PROJECT WAS WRITTEN BY ME AND THAT IT IS A RECORD OF MY OWN RESEARCH WORK.

ALL SOURCES OF INFORMATION ARE ACKNOWLEDGED ACCORDINGLY.

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CERTIFICATION

This Project entitled: RECRUITMENT, SELECTION AND PERSONNEL DEVELOPMENT IN ORGANISATIONS: A STUDY OF PEUGEOT AUTOMOBILE (NIG) LIMITED by Roseline Adeola, meets the Post-Graduates School and Senate's regulations governing the award of the degree of Master of Business Administration (MBA) of Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

THE PROJECT IS DEDICATED TO MY DEAR CHILDREN : LIONEL AND SUSAN.

FOR THEIR ENDURANCE THROUGHOUT MY COURSE WORK.

ACKNOWLEDGEMENT

All thanks and gratitude goes to the Almighty God for making this project a success.

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ABSTRACT

For any organisation, the human resources is the major determinant of it's effectiveness.
An important aspect of personnel policies of an efficient and effective organisation is the way personnel are acquired and developed.

In PAN Recruitment process starts with internal and external advertisements of new posts and/or vacant posts.

As applications are received, candidates are short listed for interview and successful candidates are offered employment.

Upon selection; staff is required to go through some training.

PAN has a general policy of maintaining continuos training programmes to develop the staff intellectual capacity and performance skills.

Every member of staff stands a chance to benefit from courses both within and outside the country.

Both primary secondary source methods were used in the research methodology. The primary source methods were sourced through the use of questionnaires and personal interview, while the secondary source data were gathered from printed documents such as Annual reports policy statements, Regulations governing the conditions of service and circulars as they relate to recruitment, selection and staff development matters.

TABLE OF CONTENTS

Title Page
Declaration
Certification
Dedication
Acknowledgement
Abstract
Table of Contents

List of Tables

List of Figures

CHAPTER ONE

1.0 INTRODUCTION
1.1 Background to the Subject Matter
1.2 Statement of General Matter
1.3 Objectives of the Study
1.4 Significance of the Study
1.5 Scope of the Study
1.6 Limitations of the Study
1.7 Definitions of Terms

CHAPTER TWO

2.0 LITERATURE REVIEW
2.1 Recruitment
2.2 Sources of Recruitment
2.3 Selection
2.4 Interview and Test
2.5 Development/Training
References

CHAPTER THREE

3.0 METHODOLOGY
3.1 Research methods or Approaches Used
3.2 Justification for Approaches
3.3 Instruments or Tools Used
3.4 Research Population and Sample size
3.5 Sampling Procedures Employed
3.6 Statistical Techniques Used in Analysing the Data

CHAPTER FOUR

4.0 PRESENTATION AND ANALYSIS OF DATA
4.1 Recruitment
4.2 Selection
4.3 Development

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS
5.1 Summary
5.2 Conclusions
5.3 Recommendations

BIBLIOGRAPHICAL REFERENCES

Appendices

CHAPTER ONE

INTRODUCTION

Organisation efficiency depends to a large extent on effective personnel management. Therefore personnel policies on Recruitment, Selection and Development should be such that employees are recruited, selected and developed for those duties that are appropriate for them to perform, so that the organisation can accomplished it's objectives.

To obtain sound fit in individual, managers should maintain wage and salary levels sufficient to recruit, retain and motivate staff.

For any organisation to achieve it's goals and objectives it has solely to depend on the people whose efforts are geared towards such achievement.
Because employees are the greatest assets of any organisation, attempt should be made to employ people in the right number, with the right skills and in the right place to achieve fundamental success.

In the Automobile Industry, quality of staff is both an integral and an international priority, whether involved in production, management or sales. On getting the right qualified staff, they are encouraged and motivated through various ways of training and development in order to stay in the organisation.
The focus of my study therefore is examining the Recruitment, Selection and Personnel Development in PEUGEOT AUTOMOBILE (NIG) LIMITED.

1.1 BACKGROUND OF THE SUBJECT MATTER

Peugeot products first came into Nigeria in 1957 when 100 units of Peugeot cars were imported by individuals. In 1959, SCOA was appointed the Sole Agent and Distributor for the importation of Peugeot 403 cars.

To meet the rising demand, the then Military Government opened negotiations with Automobiles Peugeot of France with a view to establishing an assembly outfit in the country.

On 15th December 1972, PAN was incorporated with ₦3 Million share capital and paid up capital of ₦2 Million. On 14th March 1975, the Assembly plant in Kaduna was commissioned by General Yakubu Gowon, the then Head of State.

The Share holding percentage

Nigeria	**60%**
Foreign (Automobiles Peugeot)	**40%**
The company's equity share structure stands at:	
Federal Government of Nigeria	**35%**
Kaduna Industrial Finance Company Ltd.	**4.7%**
Katsina State Development Company Ltd.	**5.3%**
Automobiles Peugeot France	**40%**
Nigerian Industrial Development Bank	**5%**
UTC Nig. Plc.	**5%**
SCOA Nigeria Plc.	**5%**

Products manufactured and marketed are Peugeot brand of motor vehicles (504 saloon and Station wagon, 505 saloon, 306 saloon, J5 Bus, Peugeot Boxer).

Services provided include marketing, Distribution, After sales and Spare parts (Assistance to Marketing Network) Distributors Nation-wide.

The main raw materials utilised are local and imported, Completed - Knocked Down(CKD) Peugeot car components.

PAN receives local parts from over 70 suppliers, who supply about 700 different parts responsible for 37% local content.

The company's policy affairs are looked after by a Board of Directors headed by a Chairman while the Management structure is headed by a Managing Director, assisted by a Deputy.

There are five major Divisions. These are; Personnel/Administration; Commercial, Finance and Industrial Division. The logistics and internal Audit are directly under the Managing Director.

All appointment in PAN are made by the management through Personnel and Administration Division.

All appointments of intermediate and senior staff are as much as possible approved initially in principle by the Divisional Personnel Management Committee(DPMC) before the recruitment processes commence.

Personnel and Administration Division are responsible for both internal and external advertisement and in conjunction with the relevant Division organise all interviews and tests for recruitment.

It is the duty of the General Manager, Personnel and Administration to enquire carefully into the antecedents of candidates being considered for appointment and to ensure that candidate(s) selected are eligible for appointment under the PAN's conditions of service.

Letters of appointments are issued by the General Manager, Personnel and Administration or an authorised staff of the division, to whom a letter of acceptance should be sent as soon as possible.

The company maintains continuous training programmes to develop the staff intellectual capacity and performance skills. All courses are organised by the training centre.

Every member of staff stands a chance to benefit from such courses, both from within and from outside Nigeria either on the job, institutionalised or part-time basis, provided it is relevant to the duties to which a staff is employed or assigned.

In PAN, training is synonymous with technological transfer. In collaboration with institutions of higher learning, seminars and workshops are organised for PAN staff to keep them abreast with technological developments.

1.2 STATEMENT OF GENERAL PROBLEM

The growing incidence of Recruiting and Selecting employees who are not fit for the job they are expected to perform and inadequate training facilities to enhance their productivity is a major problem experienced in most organisations in Nigeria, especially in the public sector. No thanks to discrimination, which is one of the major causes.

Most of the organisations advertise for vacancies in the papers for formality sake, because even before the advert, they already have the candidates they want to employ. Like in the case of PAN, they seldom advertise publicly: They have list of candidates that were fortunate to have applied before (not because there was advertisement in the paper, but they applied on their own). So when there is any vacancy and it cannot be filled internally, they go through the list with them and short-list candidates for the vacancies.

If these vacancies were advertised, they would have gotten enough applications to select from and thereby getting suitable candidates.

1.3 OBJECTIVES OF THE STUDY

The main objective of this study is to identify how personnel activities of recruitment, selection and development are carried out in the organisation.

This is because such activities to a large extent affects the output of the organisation. Recruitment, Selection and Development, if properly carried out gives a positive outcome of satisfaction to the organisation.

Inability of an organisation to carry out it's personnel activities effectively usually results in absenteeism, low productivity, low turn-over e.t.c.

In the light of the above there is need for an organisation to be concerned with how employees are recruited, selected and developed since it affects the organisational effectiveness.
Therefore procurement, organisation and training of personnel which is the aim of this study will be examined in the light of achieving the organisational goals.

The study would also examine specific personnel practices of PAN with reference to recruitment, selection and development of staff and suggesting ways of improving them.

1.4 SIGNIFICANCE OF THE STUDY

The study of this area, Recruitment, Selection and Development stem out of my interest in finding out the causes of poor performance of personnel in organisation since personnel management is consistently becoming important today in Nigeria because of organisation's struggle to improve their productivity. As a result of the above, I feel that my findings will be useful to organisation who wish to maintain stable employees and have a good working team.

Various problems associated with recruitment, selection and development of staff will be identified, after completion of the study and solutions to these problems will be proffered.

It is hoped that this study would reveal to PAN management that to pursue it's goals and objectives personnel processes is very important.

1.5 SCOPE OF THE STUDY

This study is limited to examining processes and problems in recruitment, selection and development of senior and intermediate staff over 1993 - 1999.

The key variables in the analysis are source of Recruitment and Selection procedure i.e. Selection Test, Interview e.t.c. and the type of training.

1.6 LIMITATION OF THE STUDY

In the process of this research a lot of difficulties have been encountered. Prominent among them are:-

1] **Time Constraint** - It was difficult finding time to contact members of senior staff who because of the nature of their jobs are not always available to provide the necessary information.

2] **Financial Constraint** - This becomes a limitation because of the distance of PAN from Kaduna town, it was therefore not easy going to their office in hired taxi due to high cost of transportation.

3] **Human Constraint** - Some staff were uncooperative due to suspicion about the research intention.

Despite all problems encountered personal interviews were conducted and published materials were used in addition to questionnaires.

1.7 DEFINITION OF TERMS

RECRUITMENT:- This is the initial stage in process of filling a vacancy. Within this stage various activities are performed such as examination of the vacancy,

consideration of the sources of suitable candidates, making contact with them and attracting applications from them.

SELECTION:- Assessment of candidates through various means such as interviews, tests e.t.c and making a choice among those assessed, followed by offer of appointment.

DEVELOPMENT:- Systematic process of development of employees to meet organisational requirement. This involves the analysis of present and future organisational requirement, existing and potential skills of employees and design the most appropriate means for their development.

SENIOR STAFF:- Refers to all staff of PAN as designed by the management as such.

INTERMEDIATE STAFF:- Means all staff of PAN as designed by the management as such.

COMPANY:- Means Peugeot Automobiles (Nig) Limited, as incorporated by the Limited Liability Company Act of the Federal Republic of Nigeria.

MANAGEMENT:- Refers to PAN Executive Management (for the purposes of personnel matters) as the "Company Personnel Management Committee" (CPMC) which is the supreme authority on staff matters.

DIVISIONAL PERSONNEL MANAGEMENT COMMITTEE(DPMC):- Means the committee at the Divisional level handling intermediate and senior staff matters.

LIST OF TABLES

A1 Respondents Ages

A2 Length of Service of Respondents

A3 Educational qualification of Respondents

B1 Major methods of Recruiting

B2 Sources for Generating Candidates for Employment

B3 Is External Sources Generating adequate Candidates?

B4 The Methods currently used in Recruitment has contributed to the growth of PAN

B5 Most of the Staff of PAN are recruited locally within Nigeria.

B6 Those invited through the recruitment process always appear for the selection process.

C1 Methods used in selecting candidates.

C2 Selection are based on the Assessment of the Candidates.

C3 Is interview a good method of selection?

C4 If the current method is changed, the quality of staff to be employed will improve.

C5 Apart from the methods used, do you believe that factors such as tribalism, sectionalism e.t.c influence the selection of candidates?

C6 If appointment committee is re-organised, the selection process will be better.

D1 Would you agree that the present staff development policies of PAN is good?

D2 Have you attended any development programmes sponsored by PAN.

D3 Do you think that staff lacks adequate training?

D4 Has PAN been organising special development programme internally for staff?

D5 Is the staff development committee performing up to expectation?

D6 Does the training/development received by staff improve their performance on the job

D7 Is there a standard of assessing those trained?

D8 Should the development committee be re-organised to increase it's efficiency.

D9 Other recommendations suggested.

LIST OF FIGURES

FIGURE I - RECRUITMENT FLOW CHART, STAGE 1

FIGURE II - RECRUITMENT FLOW CHART STAGE 2

FIGURE III - TRAINING NEEDS - AREAS AND METHODS

CHAPTER TWO

2.0 LITERATURE REVIEW

Many Theories regarding recruitment, selection and development of employees have been written. But this review would focus on prominent literature pertaining to the subject under review.

2.1 RECRUITMENT

Recruitment is the evaluation of vacancy, the consideration of sources of suitable candidates, contacting the sources and attracting application from them.

In essence, Recruitment is the attempt to attract sufficient and suitable potential employees to apply for vacancies in the organisation.

Graham writing on the Recruitment and Selection processes suggested the following procedures. There should be a thorough evaluation of where there is vacancy.
The existence of vacancy could be due to promotion, transfers, retirements, and resignation or reorganisation; even death of a serving officer though omitted by Graham.

The main idea of recruitment is to find out vacancy and then generate adequate number of qualified candidates among whom selection would be made to fill the vacancy. However, the size of the labour market determines to a large extent the number of candidates to be attracted, if the labour market is big, higher number of candidates would apply to fill a particular vacancy, and if the size is small few would apply. The tighter the labour market, the wider the area from which companies and other organisations look for new employees as observed by J.B Miner and M.G Miner.

The recruiter is subjected by labour market position to constantly examine various standards designed for recruitment with a view to modernising them.

2.2 SOURCES OF RECRUITMENT

Many sources exist where organisation can attract qualified job applicants. It is crucial to develop recruitment procedure that will make provision for sufficiently large and varied candidates. So that the selection can at least choose best.

The most important sources of recruitment are either through internal or external sources.

The internal source is employing personnel already working with the organisation i.e. organisation seeks to fill it's vacancies from within, while the external sources are through private employment agencies, media advertisements, Educational institutions, Employment Ministry, unsolicited applications.

All recruitment sources have their advantages and disadvantages in regards to quality and cost.

However organisation are not compelled to adopt a particular source, internal or external, depending on the types of personnel required and the ability of the organisation; they can combine two or more of the sources.

P. Pigor and C.A Myers (1977) gave the under mentioned reasons in support of internal recruitment, first, that highly talented employees when kept too long in subordinate positions where their capacities are under utilised, become restless.

Secondly, that highly talented employee from outside the organisation is imposed and there is no room for advancement from the ranks by employees who have demonstrated exceptional ability in performing their job.

Thirdly, that highly talented individuals are likely to be expensive to recruit and difficult to keep/retain as they have alternative chances in other organisation.

Fourthly, that when highly talented people are recruited from other organisations, the recruitment procedure is a little different as no reputable organisation would want to be accused of "pirating" or "poaching" from others.

There has been little in the published literature on why employers decide to choose one source of recruitment in preference to another according to Gohen and Mosal (1974)

Many big employers conduct research or questions such as which employment agencies provide the qualified applicants. However, the results hardly find their ways into published sources.

According to J.B. Miner and M.G. Miner (1974) direct applications is the most frequent method used by all categories in obtaining jobs has shown by recent research.

The next most frequent method differs among occupation applicants seeking for managerial positions always responds to advertisements, while clerical personnel seek for such information from friends and acquaintances.

G.A. Cole (1993)in his book personnel management wrote that the first steps in planning for the recruitment of employees in the organisation is to establish adequate policies and procedures.

A recruitment policy represents the organisation code of conduct in this activity.

J.P. Wannoses (1975) observed in his article that the more information applicants are given about the realities of the job they apply for, the less the turnover rate among those who accept it. Therefore applicants should be given clear picture of what they should expect if employed.

Sources of Recruitment therefore is very important to a great extent in getting the most suitable employee and the ability of his stay on the job if eventually employed.

Recruitment flow chart proposing recruitment from internal sources and external sources only if the vacancy cannot be filled within as shown figure I adopted by Michael Armstrong in his Handbook of Personnel Management practice.

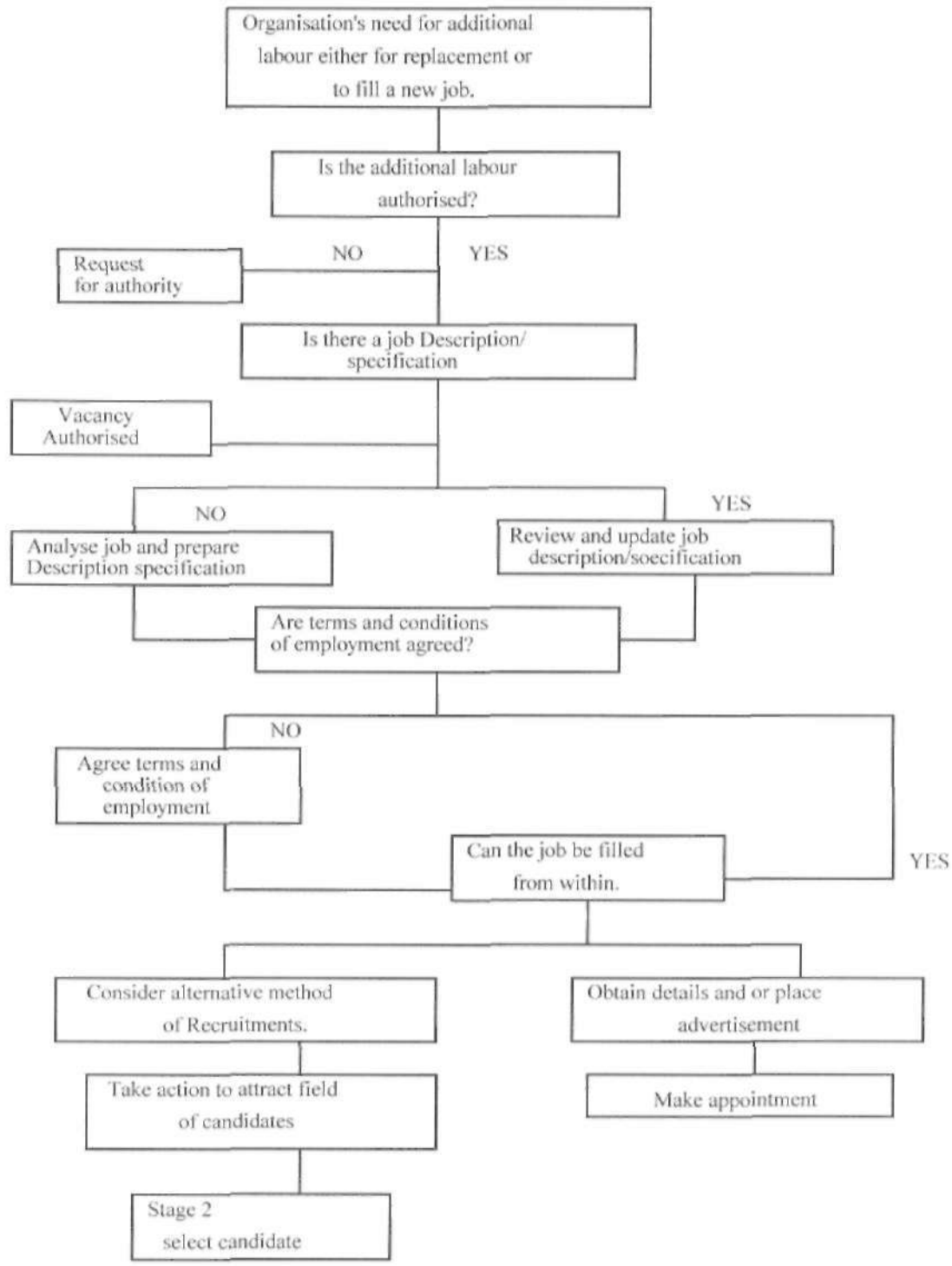


FIGURE I: RECRUITMENT FLOW CHART, STAGE I

SELECTION

Once the organisation's recruitment activities have succeeded in attracting sufficient numbers of relevant applicants from internal labour market the aim of the subsequent selection activities is to identify the most suitable applicants and persuade them to join the organisation.

Therefore selection is a vital aspect of recruitment process.

The salient features of the selection process are: the application details i.e. forms curriculum vitae's and letters, the interview and selection tests, where applicable and other supporting evidence, such as references.

Selection could take the form of short listing candidates through the face value of certificates, investigating previous history of employment and letters of recommendations. Here candidates are assessed through different means and subsequently, choice are made and employment offered.

Further selection activity which sometimes proceeds panel of interviewers, is the physical examination of the applicant in relation to his field of knowledge. Here skills are tested.

Pigor and Myers (1977) expressed the opinion that such examination are used to help both the applicant and employers rather than to spy out weakness.

Stages of interviewing and selection of applicants are shown below in figure II, beginning from sitting through application forms to final offer stages where candidates are selected are suppose to either accept or reject the offers. If the offers are accepted, they join the organisation and go through the induction courses, and if it is rejected, offer are made to those on reserve list. If there are none on reserve list, begin the selection procedures again.

Adopted from Michael Armstrong's Handbook.

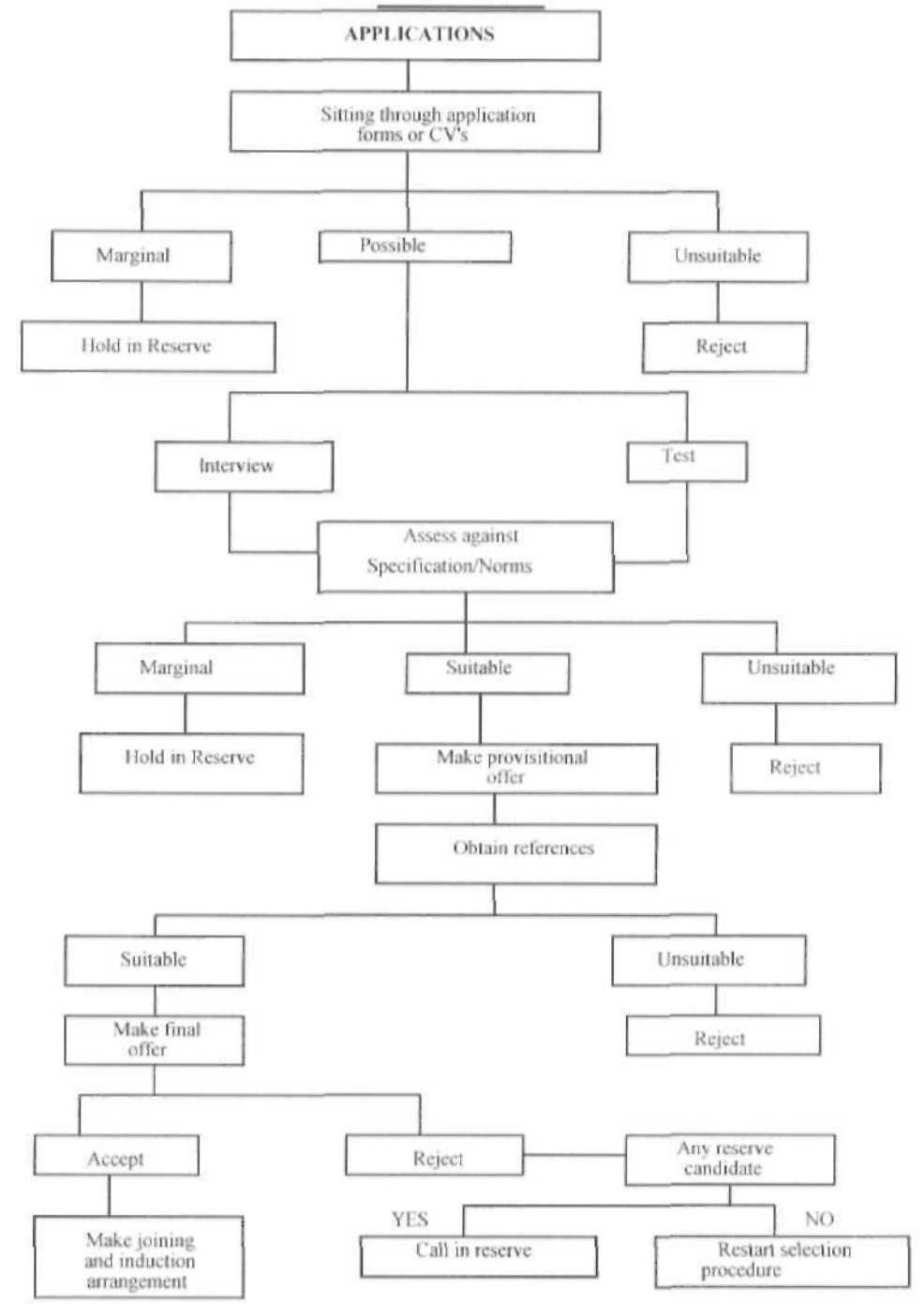


FIGURE II: RECRUITMENT FLOW CHART STAGE 2 INTERVIEWING AND SELECTION STAGES.

INTERVIEWS AND TEST

If the application form is the core feature of the first stage of the selection process, then the interview is it's counter part in the second stage. Basically interview is a formal exchange of facts, impressions and viewpoint between a prospective employer and a prospective employee - with a view to their mutual selection or parting. Usually only one applicant is interviewed at a time, but the number of interviewers may vary considerably. The most common options are as follows:-

(a) One Interviewer

(b) Two interviewers (e.g. one line Manager and a personnel officer)

(c) A panel of interviewers (e.g. four interviewers and a chairman)

Uses of interview as a selection device as studies have shown has not been all that successful. Interview judgement these days are not at all measures of success on the job but rather measures on the ability to know one or two members of the panel or someone above the panel members.

Bias is developed immediately interview commences. According to E.C. Webster (1964), this bias serves to colour the remainder of the interview and is not always reversed.

Therefore a guide or framework on which to bare the assessment of a candidate is very essential. One of such framework guide was developed by MUNRO FRASER called " A five point plan".

The plans are as follows:-

1. First impression and physical make up of candidate
2. Qualifications and expectations
3. Mental abilities
4. Motivation
5. Adjustment

If all the above framework are adhered to assessment of candidates through interview method will be fruitful, because the interviewers will be able to assess the candidate they see objectively and his physical make up.

Also some candidates who appear very impressive to the interviewers or assumed to have a certain liked personality traits may turn up not have them.

According to Abel K. Ubeku (1984), there are other methods of selecting the different levels of employees in addition to the interview, like in the case of management position, two methods are usually employed. The selection Board and the individual interview.

One further selection method is the psychological test, or selection test. These tests are usually standardised tests designed to provide an objective measure of certain human characteristics by sampling human behaviour. Tests typically are used to identify an individual's level of verbal, numerical and diagrammatic reasoning and his or her personality profile.

Some organisation use the test method of selection. Test is most suitable in Technical areas or where employees are expected to use machines, equipment e.t.c or where specialised personnel are required.

However other organisations combine the use of the interview and test method. For instance Banks conduct relevant test to fresh graduate seeking employment with them before interview like Diamond Bank. Only successful applicants are invited for interview.

2.3 DEVELOPMENT / TRAINING

To train and develop personnel according to Michael Armstrong (1989), is giving them opportunity to enhance their skills and to achieve positions of higher responsibility. It boosts the morale of the employee because when he is sent on course it shows that he is valued. Factors influencing the quantity and quality of training and development activities include:-

- Degree of change in the external environment(e.g. technological change, new legislation e.t.c).

- Degree of internal change (e.g. new processes, new market e.t.c)
- Availability of suitable skills within the existing workforce.
- Adaptability of existing workforce the extent to which the organisation supports the idea of internal career development.
- The extent to which management sees training as a motivating factor in work.

Many organisation meet their needs for training in an ad hoc and haphazard way. Training in these organisations is more or less unplanned and unsystematic.

Other organisation set about identifying their training needs, then design training activities in a rational manner and finally assess the results of training. Such organisations are engaging in a systematic approach to the training and development of their employees.

However training should basically aim at:-

1. Shortening learning time so that newly employed staff reach their peak of efficiency as quickly and economically as possible.
2. improving the performance of the existing employees.
3. Helping employees develop their capacities so that the organisation can meet it's future requirements of personnel from within the organisation.

Basically from the above development training is used to raise the performance of organisation members in order to attain the goals of the organisation.

Training needs should first be analysed for the organisation, their departments, functions and occupations and lastly individual needs for training.

These areas are inter-connected as shown in Fig III below.

Analysis of organisational needs leads to identification of training needs in different department, while these in turn will indicate the training required for individual employees.

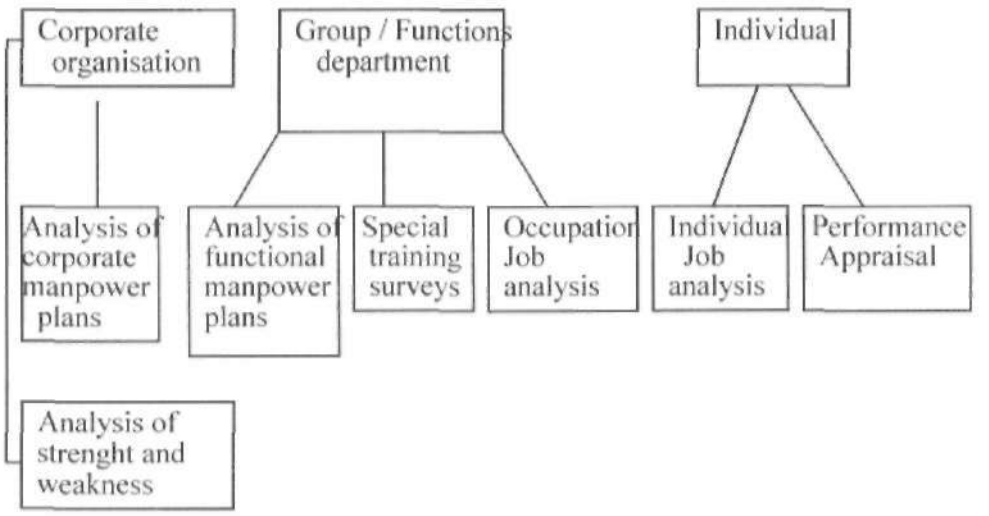


FIGURE III - TRAINING NEEDS - AREAS AND METHOD.

Adopted from a Handbook of Personnel Management

Practice by Michael Armstrong.

EVALUATION OF TRAINING

At it's simplest level, evaluation means to assess the value or worth of something.

As personnel are sent for training be it internally within the organisation or externally in seminars, workshops, schools e.t.c. Changes in skills, knowledge, and attitudes that have taken place as a result of the training should be determined by the employers.

Evaluation of training process involves the determination of how far the skills and knowledge acquired and the change in attitudes have helped the individual to contribute more effectively towards the attainment of the organisation objectives.

According to W. McGehee and P.W. Thayer (1961), Evaluation have to major aspects.
(1) Assessment of whether or not the training results in behaviour which promotes the achievement of organisational objectives.
(2) Comparing various possible means of techniques of training to determine if one or a combination of technique is superior for the purpose of achieving the desired results.
The process of training and development is a continuos one. Money spent on the training and development of employees is money well invested. An employee should be helped to grow more responsibility by systematic training and development.

CHAPTER THREE

3.0 METHODOLOGY

3.1 RESEARCH METHODS OR APPROACHES USED.

The data for this project was collected using two methods: They were

(a) Primary Sources (b) Secondary Sources

3.2 JUSTIFICATION FOR APPROACHES

The methodology enables the researcher to know facts on how staff are recruited and selected in Peugeot Automobiles (Nig) Limited. It will also help in knowing what criteria PAN Ltd. uses in selecting employing it's staff as well as criteria used in training and developing them.

3.3 INSTRUMENTS OR TOOLS USED

The secondary data were gathered from printed documents such as Annual reports, policy statements, Regulations governing the condition of service, and circulars as they relate to recruitment and selection and staff development matters.

On the other hand primary data were gathered through the use of questionnaire administered on senior and intermediate staff and personal interview conducted with management staff of PAN.

Guided questionnaire were used in conducting the personal interview.

3.4 RESEARCH POPULATION AND SAMPLE SIZE

The entire senior and intermediate staff of PAN make up the population and A sample size of 150 was used.

Samples were drawn from the population as follows:

1. Senior staff of PAN
2. Intermediate staff of PAN
3. PAN Executive Management staff

4. Divisional Personnel Management Committee

3.5 SAMPLING PROCEDURES EMPLOYED.

Respondents who filled the questionnaire were selected at random, irrespective of sex, date of first appointment, educational qualifications, status e.t.c.

Principal Officer selected for the interview are those Head of Department and members of Divisional Personnel Management Committee met on seat on the day the researcher visited them.

3.6 STATISTICAL TECHNIQUES USED IN ANALYSIS THE DATA.

A sample size of 150 was used. 98 responded to the questionnaire while 12 were interviewed. Out of the 98 respondents 72 were males and 30 respondents are senior staff. 4 females were among those interviewed.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

PRESENTATION OF DATA

All data collected in connection with this research were collected between September and December 1999. The data collected based on the questionnaire given to respondents for responses are as follows: 98 respondents responded to the questionnaires

Table A1

Respondents Ages

AGE	MALE	FEMALE	TOTAL
Below 20yrs	-	-	-
21-25yrs	5	1	6
26-30yrs	8	3	11
31-35yrs	27	10	37
36-40yrs	20	9	29
41 and above	12	3	15
Total	***72***	***26***	***98***

From Table A1, 98 responded to the questionnaires, out of which 72 or 73.47% are males and 26 or 26.53% are females. No respondent below the age of 20yrs. Most male respondents ages ranges between 31yrs, to above 40 years, only 5 are between 21-25yrs while 8 are between 25-30yrs. For the female, only one respondent is between 21-25yrs, 3 are between 26-30yrs, 10 are between 31-35yrs, 9 respondents are between 36-40yrs and 3 respondents are in the age of range 41yrs and above.

Table A2

Length of service of respondents

SERVICE PERIOD	MALE	FEMALE	TOTAL
1-5yrs	16	7	23
5-10yrs	37	12	49
10-15yrs	12	4	16
15-20yrs	5	3	8
20 and above	2	-	2
Total	***72***	***26***	***98***

The above table indicates that 23 (16 males and 7 females) respondents served PAN for a period 1-5 years. 49 respondents (i.e. 37 male and 12 female) served between 5-10yrs. 12 males and 4 females served between 10-15yrs, 5 males and 3 female served for a period of 15-20 years, while only 2 male served 20 years and above.

Table A3

Educational Qualification of Respondents

QUALIFICATION	MALE	FEMALE	TOTAL
2nd Degree and above	7	2	9
1st Degree	21	8	29
HND	13	3	16
Others	31	13	44
Total	***72***	***26***	***98***

The above table showed that only 9 respondents have 2nd degree and above, out of which 7 are male and 2 are females. 29 respondents holds 1st degree out of which 21 are male and 8 are female. 16 respondents have HND out of which 13 are male and 3 are female. 44 other respondents hold other certificates such as NCE, ordinary Diploma etc.

4.1 **(A) RECRUITMENT**

Table B1

Major methods of Recruiting

METHODS	MALE	FEMALE	TOTAL
External method	22	9	31
Internal method	13	7	20
Both methods	37	10	47
None of them	-	-	-
	72	*26*	*98*

From the above table, 47 respondents indicated that the major methods of recruitment is both through internal and external methods.

Table B2

Sources of Generating candidates for employment

SOURCES	MALE	FEMALE	TOTAL
Mass media	5	2	7
Educational Institution	2	3	5
Ministry of Labour and Productivity	-	-	-
Employee Referrals	4	2	6
Unsolicited Application	61	19	80
	72	*26*	*98*

Regarding most effective sources of recruiting employees, most respondents indicated that most of the recruitment is done through unsolicited application, However 7 indicated mass media and 5 indicated Educational Institutions, while 6 indicated employee referrals. No respondent indicates Ministry of Labour and Productivity as an effective source.

Table B3

Is External Sources Generating Adequate Candidates?

Yes	45
May be	18
Don't Know	29
No	6
Total	***98***

45 or 46% agreed that external sources generate adequate candidates, 18 or 18% are not sure, 29 respondents or 30% don't know, while 6 respondents or 6% say no.

Table B4

The methods currently used in Recruitment has constituted to the growth of PAN.

	MALE	FEMALE	TOTAL
Strongly agreed	18	8	26
Agreed	33	9	42
Disagreed	5	1	6
Strongly disagreed	1	-	1
Do not know	15	8	23
	72	***26***	***98***

The above table showed that 26 respondents strongly agree that the method used in recruiting has contributed to the growth of PAN. 42 are in agreement, 6 disagree, only 1 strongly disagrees which 23 do not know.

Table B5

Most of the staff of PAN are recruited locally within Nigeria.

	MALE	FEMALE	TOTAL
Strongly agree	10	5	15
Disagree	52	17	69
Strongly disagree	1	1	2
Do not know	6	1	7
Total	***72***	***26***	***98***

Tables B5 indicates that 86% of the respondents i.e. (84) agreed that most of the staff are recruited locally, 5 respondents disagree, 2 strongly disagree and 7 respondents are not sure.

Table B6

Those recruited always appear for the selection interview.

	MALE	FEMALE	TOTAL
Strongly agree	53	17	70
Agree	17	7	24
Disagree	1	-	1
Strongly disagree	-	-	-
Don't know	1	2	3
	72	***26***	***98***

Almost all respondents except 1 disagree and 3 are not sure, that those invited through the recruitment process always appear for the selection interview.

4.2 **(A) SELECTION**

Table C1

Methods used in selecting candidates

Application	-
Interview	59
Test	30
Medical Examination	8
Reference	1
Total	***98***

The above table showed that 59 respondents picked interview as the method used in selecting candidates, 30 respondents picked test, 8 respondents took medical examination, while 1 picked Reference. No respondent for application form.

Table C2

Selection are based on True Assessment of the candidates

Strongly agree	9
Agree	45
Disagree	25
Strongly disagree	19
Total	***98***

Table C2 showed that 9 respondents strongly agree, 45 respondents agree 25 disagree and 19 strongly disagree that selection are based on True Assessment of the candidates.

Table C3

Is interview a good method of selection

Yes	25
No	39
Don't Know	34
Total	***98***

The table above shows that 25 respondents agreed that interview is a good method of selection, while 39 disagree and 34 respondents do not know.

Table C4

If the current method is changed, the quality of staff to be employed will improve.

Strongly agree	12
Agree	19
Disagree	28
Strongly disagree	26
Don't know	13
Total	***98***

Table C4 indicated that 12 respondents strongly agreed that if current method is changed, the quality of staff to be employed will improve. 19 respondents agree, 28 disagree, 26 strongly disagree while 13 respondents don't know.

Table C5

Apart from the methods used, do you believe that factors such as tribalism, sectionalism e.t.c, influence the selection of candidates.

Strongly agree	10
Agree	24
Disagree	43
Strongly Disagree	21
Total	***98***

From the above table only 10 strongly agree that factors such as tribalism, sectionalism e.t.c, influence selection of candidates, 24 respondents agree, 42 disagree, while 21 respondents strongly disagree.

Table C6

If appointment committee is re-organised, the selection process will be better.

Strongly agree	3
Agree	11
Disagree	53
Strongly Disagree	18
Don't Know	13
Total	***98***

Table C6 indicated that 3 strongly agreed, 11 agreed, 53 respondent disagreed, 18 strongly disagree and 13 are not sure if appointment committee is re-organised the selection process will be better.

4.3(a) DEVELOPMENT

TABLE D1

Would you agree that the present staff development policies of PAN is good?

Yes	72
No	7
Don't Know	19
Total	***98***

Table D1 indicates that 72 respondents agreed that staff development policies of PAN is good. 7 respondents don't agree, while 19 respondents don't know.

Table D2

Have you attended any development programme sponsored by PAN

Yes	59
No	39
Total	***98***

The above tale shows that 59 respondents enjoyed PAN sponsored programme and 39 respondents did not.

Table D3

Do you think that the staff lacks adequate training?

Yes	19
No	51
Don't Know	15
Maybe	13
Total	***98***

Table D3 indicate that 51 respondents do not agree that staff lacks adequate training. 19 agree, 15 respondents don't know and 13 respondents answered may be.

Table D4

Has PAN been organising special development programmed internally for staff?

Yes	68
No	7
Don't know	23
Total	***98***

Table D4 indicates that majority of the respondents (68) agreed that PAN has been organising special development programme internally, 7 respondents said No, while 23 respondents don't know whether such programmes are organised.

Table D5

Is the staff development committee performing upto expectation?

Yes	62
No	17
Don't know	19
Total	***98***

The above table (D5) shows that 62 respondents agreed that the staff development committee is performing up to expectation. 17 respondents said No, and 19 respondents are not sure.

Table D6

Does the Training / Development received by staff improve their performance on the job?

Yes	65
No	9
Don't know	24
Total	***98***

Table D6 above show that 66% or 65 respondents agreed that training acquired improve staff performance 9% or 9 respondents are not sure.

Table D7

Is there a standard of assessing those trained?

Yes	26
No	37
Don't know	35
Total	***98***

The above table indicate that 26 respondents agreed that there is a standard of assessing those trained, 37 respondents disagreed, and 35 don't know.

Table D8

Should the development committee be re-organised to increase it's efficient?

Yes	32
No	43
Don't know	23
Total	***98***

In table D8, 32 respondents agreed that the staff development committee should be re-organised, 43 respondents disagreed, while 23 don't know.

Table D9

Other recommendations suggested,

Relevancy of course should be waived	9
Sponsor staff to overseas training for higher degree	24
Increase membership of staff development committee	13
Intensify Internal training	18
No recommendation suggested	34
Total	***98***

Table D9 indicates that 9 respondents wants PAN to waive relevancy of course, 24 wants staff to be sponsored to overseas training for higher degree, 13 respondents wants the membership of the staff development committees to be increased, 18 respondents wants internal training to be intensify and 34 respondents made no recommendation.

ANALYSIS OF DATA

The analysis of various data collected in the course of this research as it relates to recruitment, selection and development of staff in PAN are discussed below.

4.1(B) ANALYSIS OF RECRUITMENT.

Literally, recruitment process starts with personnel planning which provides the basis of identifying the number of staff required and their type over a period of time. In addition job analysis provides the requirements needed in terms of skills, abilities qualifications and experience. This is further developed through strategy development to know who to invite, how to invite him, how to attract him and timing of the entire process.

This is usually designed and kept. The personnel department is informed if a vacancy is created and the whole process will be reactivated.

Emphasis is most of the time placed on identifying whether to recruit internally or to go out of the organisation, whichever method is used, internal or external, the sources of contacting candidates, is very vital.

In practice Peugeot Automobile (Nig) Ltd. follows a similar pattern. However most times they rely on external recruitment than internal particularly when recruiting senior staff. From responses received and interviewed granted to me, external sources are more used than internal.

Recruitment are mostly from unsolicited applications which are daily pouring into PAN. The source have generally been generating adequate candidates as 80 respondents out of 98 have indicated.

It was also found that 68 respondents are in agreement or strongly agree that the method currently used in recruitment has contributed to the growth of PAN. However

6 disagree, 1 strongly disagree while 23 respondents don't know. It shows that growth has something to do with source of recruitment.

Furthermore most recent recruitment of senior staff are done locally, 86% of respondents agreed that recruitments are done locally and only few expatriates are employed. It was observed that despite the fact that the sources has been effective in generating candidates, many of those interviewed and those who responded to questionnaires pointed out that it is the labour market that is contributing to the large turn-out of candidates and not necessarily because the sources are effective.

4.2 (B) ANALYSIS OF SELECTION

Quite a number of tools are normally used for selection. These include:- Interview, Test, Application Forms, Recommendations and References etc. What organisation are always interested in, is the examination of the selection procedures i.e. the validity and reliability of the selection tools, so as to employ the best candidate into the organisation's PAN employs the use of the interview tool mostly. Table C1 shows that 59 respondents are in agreement with the interview.

However 30 respondents are in agreement with the test tool, due to the practical nature of some jobs especially Technical Staff.

In addition table C2 shows that despite the validity and reliability of the selection tools, 44 respondents or 45% do not agree that selections are always based on true assessment of the candidates. Although 54 respondents or 55% agreed that it is based on true assessment.

Furthermore Table C3 shows that 39 respondents do not agree that interview is a good method of selection, 34 do not know, while 25 respondents agreed that it is a good method. The above responses could be due to the way respondents see assessment as

full of favouritism. It is interesting to note that only 31 respondents strongly agree and agrees that if method is changed quality of staff to be employed will improve. This is depicted in table C4. 28 respondents Disagree, 26 strongly disagree while 13 are not too sure, if such a change can make any improvement.

Furthermore, table C5 indicates that such factors as tribalism, sectionalism etc do not play a vital role in the selection of candidates, only 10 respondents strongly agree, 24 respondents agree, 43 disagree, while 21 strongly disagree.

Reorganisation of the appointment committee will not however bring about any change as is shown in table C6, while 71 respondents strongly disagree or disagree, and 14 either agree or strongly agree, while 13 do not know if such reorganisation can bring about any change.

4.3(B) ANALYSIS OF DEVELOPMENT.

Most staff of PAN are appreciative of the staff development policies as indicated in table D1 where 72 respondents agreed that PAN policies as they relate to staff development are good. This represent 73% of the respondents.

PAN might not be able to handle the large number it usually sponsor to further their education because of the economic recession in the country. It had an adverse effect on PAN because the company witnessed a drop in production and it affected their development policies negatively.

On those that benefited from PAN staff development programme 60% or 59 of the respondents benefited and 40% or 39 did not. This is indicated in table D2. The 39

respondents that did not benefit might include those that did not apply at all, and those that applied for sponsorship and their applications were turned down because they are victim of seniority, good conduct, relevancy of course intended and satisfactory job performance.

To have 60% of respondents to have enjoyed the privilege, shows that a good number are usually sponsored for further studies, if they fulfil the conditions stipulated by PAN see appendix A. 100% of staff need not be sent on course or staff development programme.

On staff training 51 respondents do not agree that staff lacks adequate training and the majority of the staff are Bachelor's degree holders and quite a number hold masters. The 51 respondents represents 52% of the respondents. What could be lacking is adequate motivation so that increased commitment would be achieved. They all call for motivation in terms of recognition of efforts, provision of research facilities etc.

On organising special development programme for staff internally 68 respondents or 69% agreed that such is done because the company runs a formal school, for the purposes of conducting on the job training to staff within the company jurisdictional area. This shows that the organisation organises such programmes internally. In conjunction with the higher institutions, the Department of Staff Training and Staff Development arranges the suitable training courses for the staff normally in an in-service basis.

Programmes such as workshops, seminars, conference e.t.c, are organised by the centre. On the performance of the staff development committee, Table D5 shows that 62 respondents or 63% agreed that they are performing up to expectation, 17 respondents or 17% disagreed, while 19 respondents or 20% don't know.

It was found that staff training development improve performance of personnel on the job, where 65 respondents representing 66% are in agreement. 9% disagrees and 25% are not sure as depicted in Table D6. This shows that what is intended in training and development of staff is achieved to a certain extent. Knowledge is broadened by the staff that enjoy staff development facilities.

However, in table D7 it was discovered that PAN has no clear standard means of measuring / assessing effectiveness of those that are trained, only 27% agreed that it is in place.

In Table D8, 32 respondents calls for re-organisation of the committee, representing 33% and 43 respondents replied in the negative representing 44%, while 23 respondents or 23% don't know. This shows that the development committee in PAN *should not be re-organised, even if it is going to be re-organised, it should be done* slightly.

Respondents were asked to make any further recommendations on the staff development programmes / policies of PAN. 9 respondents or 9% call for waiving of relevancy of course clause in the PAN regulations, 24 respondents or 24% calls for sponsorship for overseas training, 13 respondents or 13% call for increase in the membership of staff development committee, while 18 respondents or 18% call for intensification of internal training due to lack of funds and 34 respondents or 35% made no further recommendation.

Putting the views of those interviewed, bearing in mind the 24% of respondents calling for sponsorship to overseas training for higher degree, PAN can put in place an effective machinery for sponsoring most of their staff overseas, since they have a foreign firm (Automobiles Peugeot) holding 40% of their shares.

CHAPTER FIVE

5.0 Summary, Conclusion an Recommendation

5.1 Summary

PAN incorporated on 15 December, 1972 was aimed at meeting the rising demand on Peugeot cars.

The company has been establishing desirable employment policies that are necessary to recruit enough staff.

Process of recruitment starts from the internal and external advertisements of vacant post. Applicants to the advertised post are required to fill specially designed forms indicating post desired, names, addresses of at least 2 referees, academic qualification e.t.c.

Applicants are short listed for interview after which successful applicants are informed accordingly giving them a specific period within which to accept or reject the offer, where successful applicant rejects the offer the next person following him in term of suitability is called upon.

PAN like any other organisation operates conditions of service which spells out rules and regulations regarding employment policies and staff development. Such rules and regulations are guidelines of whom to employ, at what salary, whom to sponsor for further studies and whom not to sponsor.

PAN might be constrain financially because of the drop in production to recruit more staff and send more for further training and development.

5.2 CONCLUSION

Personnel activities and outcome are always very important to any organisation. This important area has over the years been neglected by the authority concerned.

Attention is recently being focused on the area because ultimate success of the organisations is determined upon how effectively the personnel are acquired, selected and developed.

This project has highlighted procedure of recruitment, selection and development of personnel in Peugeot Automobile (Nig) Ltd.

Chapter one has dealt with the Objectives, Significance, Limitations and Scope of the study.

In **Chapter two** various literature relating to the field of study that is recruitment, selection and development of staff has been examined.

Chapter three dealt with the methodology adopted in the course of writing this project.

The **Fourth Chapter** deals with presentation and Analysis of data, the chapter contains data collected in tabular form and the analysis of data collected from the staff respondents using questionnaires and personal interviews with principal officers of PAN.

The **Last Chapter** contains Summary, Conclusions and Recommendation. From the analysis all issues raised had been sufficiently addressed in the recommendations in the final part of the last chapter.

The recommendation will make PAN and any other Automobile company attract the required staff and subsequently employ them. The recommendation will also make organisations improve upon their development programmes and seek further internal means of developing their staff.

5.3 RECOMMENDATIONS.

It is true that manpower is the most important ingredient of any organisation. The way they are acquired and handle tells much about the efficiency, effectiveness or otherwise of such organisation. This part of the project will therefore recommend to the Management of Peugeot Automobile (Nig) Limited on ways to attract, acquire and develop its personnel so that they perform what is expected of them.

Recommendations are based on the topical issues, recruitment, selection and development.

RECRUITMENT AND SELECTION

A]. PAN should be using internal sources or recruitment to enable employees progress in their cadre. Using the internal sources would serve as a sort of motivation to the person selected, use of internal source prevents stagnation and frustration of the employee. However where internally a vacant position cannot be filled, then the external sources should be used as last resort.

B]. The external source should include advertisement in the papers.
Short listing candidates only from unsolicited application might not produce suitable candidates. If these vacancies are advertised there will be enough applications to select from.

C]. Situations where only a candidate is called for interview should be discouraged. As much as possible enough applicants should be gathered to be interviewed so that the best among them can be selected.

D]. The panel of interviewers or testers that are to be selected should include only a member of the Division concerned and others should be picked from other Division if possible from outside the organisation. This would ensure fair judgement of applicant since members from outside the Division would remain neutral.

E]. All applicants to be recruited should be tested in addition to the interview especially the technical applicants.

F]. Where an applicant scale through the test and interview, he should not be communicated to, unless referee reports has been received. PAN should contact the referee itself and not the applicant.

DEVELOPMENT

Though PAN is trying in its effort to develop its staff, the staff development policy may need to be modified to incorporate the following.

(a) Current policy on courses on leave especially the possible withdrawal of all or any of the allowances or other privileges should be reviewed. It is my opinion that whatever knowledge acquire will be put at the disposal of the company. Education should be seen as an investment in the future.

(b) A standard should be designed to be assessing the staff that are trained. This will show PAN management whether the aims of developing the staff knowledge, abilities e.t.c, are being achieved.

[Appendix A]

PAN (CONDITIONS)

STAFF DEVELOPMENT, TRANSFER, WELFARE AND STRUCTURE

3(a) STAFF DEVELOPMENT-TRAINING

As a general policy the company maintains continuous training programmes to develop the staff intellectual capacity and performance skills. All course are organised by the training centre. Every member of staff stands a chance to benefit from such courses, both from within and from outside Nigeria, either on-the-job, institutionalised or part-time basis, provided it is relevant to the studies to which a staff is employed or assigned. Training is not a right of a staff member and hence not subject to appeals.

3(a) (i) **On-the-job Training:**

The company runs a formal school for the purposes of conducting on-the-job training to staff within the company jurisdictional area. Courses in the School are designed jointly by the school and the various Divisions reflective of the company objectives and the need to develop the staff to realise their full potentials free of charge at the expense of the company training facilities.

3(a) (ii) **Institutionalised Training:**

In conjunction with the higher institutions, the Department of Staff Training and staff development arranges the suitable training courses for the staff, normally on an in-service basis. At times it could be on an assisted basis by other organisations/bodies. The centre also organises workshops, seminars, conferences etc, with the other institutions as part of external institutionalised training programmes.

3(a) (iii) **External Assisted Courses:**

Where technical assistance by foreign concerned (PA) is granted the companynormally covers the other parts of the expenses (company policy). Similarly where staff is sent on attachment overseas, the company normally shoulders the expenses involved, depending upon the staff salary, country, duration and other situational circumstances.

3(a) (iv) **Membership of Professional Bodies**:

As a gesture, the company normally assists senior staff in gaining and maintaining membership with recognised professional bodies relevant to the staff qualification, job-allocation and competence. Specifically the company covers examination fees for staff examinations of a professional bodies with a few view to gaining full membership. The staff in this case, must successfully complete the examinations at each state in not more than two sittings.

The Company also pays for the annual subscription fees on admission to fully qualified graduate membership of the institution only one subscription will be paid per staff. Similarly, a staff may be granted annual paid examination leave of one week further time off will not be paid and is deductable from the next annual leave entitlement.

3(a) (v) **Courses on Leave:**

Where a staff is permitted by the company to take a course at his own request, special conditions may be imposed. These conditions, may include the grant of leave without pay and withdrawal of all or any of the allowances or other privileges. In this case it is the responsibility of the General Manager, Personnel and Administration to inform the staff of the conditions before he/she takes up the course (in Nigeria or outside).

3(a) (vi) **Off-the-job Training:**

- This includes internal facilities at Company's training centre.
- Selected staff may be sent on professional courses at the discretion of management. Such training may lead to nationally or internationally recognised qualifications.

  The Scope of training varies considerably and may be on a full-time or part-time basis in Nigeria or Overseas
- The cost of courses and examination will be borne by the company and a suitable financial packet arrange to cover accommodation and transport expenses.
- Staff who on their initiative gain admission to a professional institution may be granted unpaid study leave to complete their courses.

  Attendance on profession training may be dependent on the selected staff undertaking to serve the company for an agreed period thereafter.

3(a)(vii) **Self-sponsored Institutionalised/Correspondence Courses/Examinations:**

Confirmed Staff who wish to take institutionalised or correspondence courses and sit for professional Examinations will be encouraged to do, so provided that:-

- The course is relevant to the needs of the company.
- The application is approved by the Head of Department, who will take into consideration the level of performance and general suitability of individual.

On production of written evidence of successful passing examinations in subjects of the course relevant to the needs of the company, honorarium award of three quarters of the cost of the course or candidate's basic monthly salary, which ever is considered shall be granted to such a staff.

- Successful candidates in all professional trainings and examinations will be earmarked to fill job vacancies at levels reflecting their new qualifications provided that he/she has a meritorious record of service.

Appendix B

DEPARTMENT OF BUSINESS ADMINISTRATION

A.B.U. ZARIA

QUESTIONNAIRE

This questionnaire is part of a project work I am conducting in partial fulfilment for the award of Master of Business Administration (M.B.A), Please answer the questions below to the best of your knowledge. All information provided will be used for academic exercise only. So do not write your name. Please answer all the question. Thanks for your cooperation.

Recruitment:

Please Rank the following methods in order of priority as used by the organisation. Write A if the method is most important etc.

1. Which of the major methods do your organisation used
- Internal method
- External methods
- Both methods
- None of them.

2. If External method is used, please rank the following sources regarding their importance.
- Mass Media
- Educational institution
- Ministry of labour and Productivity
- Unsolicited applications
- Employee referrals

3. Is the external method generating adequate candidates? [please tick]
   Yes, Maybe, No, Don't know

4. The method currently used in recruitment has contributed to the growth of PAN
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

5. Most of the staff are recruited locally i.e. within Nigeria..
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

6. Those recruited always appear for selection interview.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

SELECTION:

Please Rank the following methods in order of usage PAN

- Interview
- Test
- Physical Examination
- Medical Examination
- Reference and recommendation
- Application forms

Please indicate whether you agree strongly, Agree, Disagree, Do not know, Strongly disagree for the following questions.

1. Most of the selections are based on true assessment of the candidate.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

2. Is interview a good method of selection?
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

3. If the current method is changed, the quality of staff to be employed will improve.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

4. Apart from the methods used, do you believe that certain factors such as tribalism, sectionalism etc. influence the selection of candidates.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

5. If the appointment committee is reorganised, the selection process will be better.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

DEVELOPMENT

1. Would you agree that the present staff development policies of the PAN is good.
   ☐ Yes ☐ No ☐ Don't know

2. Have you attended any development programme sponsored by PAN
   ☐ Yes ☐ No ☐ Don't know

3. Do you think that the staff lacks adequate training?
   ☐ Yes ☐ No ☐ Don't know

4. Has the organisation been encouraging people to go for further studies
   ☐ Yes ☐ No ☐ Don't know

5. Do the organisation organise been special development programme internally for the

staff.

☐ Yes ☐ No ☐ Don't know

6. Is the staff development committee performing upto expectation.

☐ Yes ☐ No ☐ Don't know

7. Does the training development received by staff improve their performance on the Job?

☐ Yes ☐ No ☐ Don't know

8. Is there a standard of assessing those trained?

☐ Yes ☐ No ☐ Don't know

9. Will you recommend that the committee be reorganised to increase its efficiency?

☐ Yes ☐ No ☐ Don't know

10. What other recommendation will you suggest.

1.
2.
3.

How many years have you serve in PAN (please tick as appropriate)

1-2 yrs, 2-3yrs 3-5yrs 5-7yrs 7-10yrs 10-20yrs 20 above.

Sex: _____

Age: _____

Educational Qualification

2nd Degree and Above	☐				
1st Degree	☐	HND	☐		
NCE	☐	ND	☐	Others (specify)	☐

R. O. Adeola
Dep. of Business Administration
A.B.U. Zaria.

Appendix C

GUIDED QUESTIONS USED FOR THE PERSONAL INTERVIEW

REQUIREMENT

1. Which source of recruitment is being frequently used PAN

2. How effective is the source?

3. Has the source got anything to do with staff performance?

4. Are adequate candidates generated from the source? If yes, why?
   Is it because of the attractions in the advertisements, labour market situation etc.?

5. Please suggest ways of improving recruitment process in PAN.

SELECTION

1. What method of selection does PAN use? (Interview, Test etc.)

2. If interview, who constitute the panel and who are members of the interview panel?

3. Is there true assessment of candidates?

4. Does tribalism, sectionalism, etc. plays any role in selection?

5. Can you offer any suggestions on how to improve on the selection process.

STAFF DEVELOPMENT

1. What are staff Development policies?

2. What is usually aimed at, in Staff Development?

3. What is your opinion about conditions for sponsorship.

4. How does PAN develop/train its personnel?

5. Please make general suggestions on Staff Development in Peugeot Automobile Nig. Ltd.

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