

IMPACT OF RECRUITMENT AND SELECTION PROCESS ON ORGANIZATIONAL PERFORMANCE, "IN KANO ELECTRICITY DISTRIBUTION COMPANY

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Abstract

Recruitment is one of the fundamental functions of Human Resources Management that has a critical impact on organization performance. Recruitment includes all the activities managers engage in to develop a pool of qualified applicant to apply for an open position in organization. The efficiency of any organization depends on the caliber and competency of its workforce. This study assess the extent to which recruitment and selection process enhance organizational performance in Kano Electricity Distribution Company (KEDCO).The study used mixed method research design to collect data from both primary and secondary sources, primary data are collected through interview and questionnaire instrument from the sample size of 331 respondents, 20 management staff of KEDCO headquarters was also interviewed. The secondary source of Data used in this study include publications such as Journals, conference papers, gazette, circulars unpublished dissertation and internet data. Both descriptive and inferential statistics were used in presenting and analyzing the data for the study. The study found a significant relationship between effective recruitment and selection and organizational performance in Kano Electricity Distribution Company. The study recommends among others that vacancies should always be given wide publicity during the recruitment process. This will give equal opportunity to all applicants instead of concentrating on only few sources of recruitment. The management should expedite action to address the issue of improper placement during the recruitment process; this will help boost employee morale and improved the organizational performance.

Key words: Recruitment, organizational performance, Electricity Distribution Company.

Introduction

The efficiency and effectiveness of any organization be it private or public is solely depends on the competency of its human resources and the competency of the human resources does not happen by chance but through articulated recruitment exercise (Peretomode 2001). Comprehensive recruitment exercise guided through rational established process of employees sourcing and selection instrument will definitely lead to increase in organizational performance and this help organization to successfully hire the right caliber of human resources who are skillful, competent and capable of discharging their assign duties and responsibilities, to achieve organizational desired goals. Recruitment is a set of activities used to obtain the right people at the right time from the right place and its purposes is to select who best meet the needs of the work place (Nickels 1999).

Djabatey (2012) opined that this scenario lends credence to the increasing attention being paid to the people aspect of organizational assets because the development of people, their competencies and the process of the total organization are the pivot of human resource management. Similar to this development is the contention in National University of Ireland (2006) that the continued growth and development of an enterprise depends on its ability to recruit and select high quality personnel at all levels in respective of the cost of such action.

In the light of the significant importance of human resource to the organization the process used to source and select those resources should be effective, unbiased and efficient. These scenarios lead to the increase attention being paid to the human resources aspect of the organization. This is because the development of people, their competencies and the process development of the total organization are the fulcrum of human resources management Mullins (1999).

The overall aim of recruitment and selection process should be to obtain at minimum cost the number and quality of employee required to satisfy the human resource needs of the organization and the three stages of recruitment and selection process are; defining the requirement, attracting the candidate and selecting the candidate. An analysis of the strength and weakness of recruitment exercise used to cover such matters as national or local reputation of the organization, pay, employee benefit and working condition, the intrinsic interest of the job, security of the employment, opportunities for education and training, career prospect and sometime location of the office plant (Armstrong 2006). These are what need to be compared as competing values in the event where candidates are selling themselves to the organization and at the same time buying what organization has to offer in the name of employment.

In an emerging economy like Nigeria, business organizations are to advance modern recruiting and selection strategy that will enhance quality of service delivery due to the entries of multinational companies and the growth in communication technology

which lead to the development of e-commerce. It is obvious now that e-commerce has made consumer in one country to have access to products across the globe (Clifford, James & Grace 2017). Therefore, recruitment process is considerably different across the organizations and nature of ownership. In Nigerian public organization recruitment is said to be guided by the principle of federal character, catchment area and some times, quarter system. Despite the emphasis of the Nigerian civil service on the uniformity, standardization and transparency the recruitment process lack equity and transparency, making it difficult if not impossible to recruit the best qualified candidate for the job (Briggs 2007) in the same vein, organizations used to make decision in three areas of recruitment; one; Personnel policies, which affect the kind of job the company has to offer, two; The recruitment source used to solicit the applicant, which affect the kind of people who apply and number three the characteristic and behavior of the recruiter. These in turn influence the both the nature of the vacancies and the nature of the people applying for the job in a way that shape job choice decision (Noe, John, Gerhart and Patrick 2012).

Statement of the Problem:

Kano Electricity Distribution Company (KEDCO) is one of the 11 distribution company that are recently privatized by federal government of Nigeria, KEDCO was handed over to the Sahelian Consortium SPV on 1st November 2013. The company operates in the northwest geopolitical zone of Nigeria, with the mandate to generate, distribute, collect revenue and maintained electricity in Kano, Jigawa and Katsina states, as enshrined in Power sector reform act (EPSRA 2007). The recruitment process in the previous state own enterprises is guided by the principle of catchment area in recruitment of junior staff and principle of merit in Senior cadre and managerial position, with the transfer of ownership to private sector management styles, recruitment process was scrutinized to give room for rigorous scientific process where vacancies are advertised, applications are submitted, interview and aptitude test are conducted to absorb those who appear qualified during the recruitment process (Tafida 2019). It's against this background and statement of the problem this research is seek to achieve the following objectives

Objective of the Study

This study assesses the extent to which managing effective recruitment and selection process enhance organizational performance in Kano Electricity Distribution Company (KEDCO). The study therefore aims at investigating how the recruitment and selection process is conducted in Kano Electricity Distribution Company and specifically to examine how does the recruitment and selection process improved organizational performance in Kano Electricity Distribution. The data collected will be used to test the hypothesis that state: "There is no significant relationship between recruitment selection process and organization performance in Kano electricity Distribution Company"

Literature Review

The human resources recruitment is defined as any practice or activity carried out by the organization with primary purposes of identifying and attracting potential employee. It thus creates a buffer between planning and actual selection of new employee. The goal of recruitment is not simply to generate a sea of unqualified applicant. If the process generates a sea of unqualified applicant, the organization will incur great expenses in personnel selection but only few vacancies will be filled. It was not also the target of recruitment exercise to finely discriminate among the reasonably qualified applicant either, recruiting and selecting new personnel are both complex process.(Noe et-al 2012). This view critically attempt explain the rational of recruitment process as scientific, time bound and target oriented, the purpose is to guide the exercise to be conducted in an effective and efficient manner, this view also posit the idea of equal employment opportunity that seek to ensure that employees are on the characteristic that are related to work they are hired to do and they should be protected from discrimination based on their personal background.

Nankervis (2002), indicates that "the process of recruitment has two important purposes. Firstly, recruitment should focus on both attraction and retention of the interest of applicants suitable for a given job. Secondly, it should create a positive image of the organization in the eyes of people who come in contact with it". The first purpose implies that recruiters should emphasize on retaining the qualified candidates and this can be done by first giving them the job and then motivate them. This is very much necessary because the issue of just employing the right candidate without proper motivation can lead to brain drain and as such the overall aim of recruitment is defeated. Apart from this the organization, department or ministry in question that is recruiting the candidates should try as much as possible to portray its good image by demonstrating high sense of fairness at the very time of selecting candidates. The candidates should be given equal, fair and even treatment irrespective of ethnic background, religious differences and other sentimental issues. This will definitely give the candidates a feeling that they make the right choice and will try as much as possible to put in their best in achieving the stated aims, goals and objectives. One of the reasons that most employees fail on the job is the fact that they are not fairly treated. Openness, fairness and equity should therefore serve as one of the guiding criteria for recruiting candidates.

Nickels and Mcaugh, (1999) described recruitment as a set of activities used to obtain a sufficient number of the right people at the right time from the right places, and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfill its human resource plan. In the same vein Cole and Kelly (2011), sees recruitment as the process of locating, identifying and attracting capable applicants. Similarly, Reichenberg (2009) defines selection as the process of differentiating between applicants in order to identify those with a greater likelihood of success in a job. While recruitment process provides organization with a pool of potentially qualified job

candidates, based on these qualified candidates, selection can then be made to fill vacancies. Thus, the selection process is the key phase in deciding on the most competent candidate for a post. Therefore recruitment and selection process does not ceased with the application of the candidate and selection of the of the appropriate candidates but involve sustaining the employee that are selected

In the words Armstrong (2010) opined that; recruitment and selection process involved three stages; defining the requirement, attracting the candidate and selecting the candidate. Recruitment is integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization matching them with specific and suitable jobs, and assigning them to these jobs. Recruitment is aim at discovering of potential candidates for actual or anticipated organizational vacancies. It can also be seen as act of linking/bringing together those with jobs vacancy and needs to fill the vacant with those seeking for the vacant job. The ideal recruitment effort will attract a large number of qualified applicants. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy. A good quality recruiting program advert should catch the attention of the qualified and not the unqualified through effective job specification and explanation. Hellriegel, Jackson and Slocum (2005) summarized recruitment process in his book; *Management A competency based approach*. "Recruitment and selection are stimulated by a vacancy in the organization, vacancies may occur because employee moves around in the organization. They may get promoted or transfer to other location, or they may even be demoted often. Often when one employee moves within the organization, someone leave the organization (turnover). Vacancies can also occur due to organizational growth. And some time vacancies exist by retraining productive employee as long as possible" The process of searching both inside and outside the organization to fill the vacant position is what entails recruitment process while selection is the process of identifying and deciding which of this candidates should actually be employed and for which position, The decision about who to select often takes in to account a person competencies and how well they fit the organization. The most common sources of information for making selection decision are; resumes, interview and aptitudes test.

Recruitment and selection are the two phases of the employment process but there is a difference between them. The first is the process of searching the candidates to fill identifies vacant and stimulating them to apply for jobs in the organization while the later involves the series of steps by which the candidates are screened in order to choose the most suitable persons for vacant positions. The basic aim of recruitments is to create collection of talent candidates to enhance selection of best candidates for the organization, by attracting more and more prospective employees to apply in the rganization while the basic purpose of selection process is to choose the right candidate to fill the different positions in the organization. The recruitment process is immediately followed by the selection process, where the final interviewers and the decision makers, makes the decision and the official appointment. (Clifford 2017).

We can understand that recruitment start with identification of the vacancy, advertisement and collection of application while selection start with the identification of those are qualified through shortlist, interview and aptitude test.

There are few empirical studies in the literature on the concept of organizational performance or effectiveness (DeBusk & al., 2003; Short & Palmer, 2003). Moreover, most of these empirical studies contain an important bias. Their definition of the components of organizational effectiveness was formulated according to the researchers' own representations of the organization, of effectiveness, and of its evaluation. The concept of organizational performance or effectiveness holds a central position in the management of private and public organizations as well as in the field of organizational research. Over the last decades, concerns for efficiency, productivity, excellence and total quality have become increasingly widespread in Western organizations (Lewin & Minton, 1986). To acknowledge the importance of measuring organizational performance the scholars give their own preference to the areas they perceived more important yardstick for the measurement of what they perceived as performance indicators.

However, the concept of organizational performance is often restricted to financial facet. As a matter of fact, most evaluations of organizational performance are based on indicators such as return on investments, sales, profit per share (Morin, 1989). Nevertheless, an organization has many other facets; among them are the people who work for it, the processes they use to achieve its objectives, and the environment in which the organization evolves. Consequently, one would expect that the organizational performance assessment would take these other dimensions into account. Unfortunately, this is not often the case. Though, some scholars argue that the restriction of the concept of organizational performance to its financial dimension could lead to the loss of meaning at work through the kind of management practices that derive from this restricted perspective. Considering the important of finance to the survival of the organization, ones wonder how both employees and shareholders can sustain and survived without improvement in the financial performance of the organization. The current organizational assessment practices generate three major consequences (Morin, 1995): first Overvaluation of financial performances. Organizational growth and competition to the detriment of sustainable development, social cooperation and human dignity, secondly, restriction of the attention to three classical stakeholders: the shareholders, the customers and the employees (with this hypothesis that satisfied employees lead to satisfied customers which in turn lead to satisfied shareholders), third, depersonalization of employees and other social partners.

In an attempt to control the researcher's bias discussed above, Morin used the Delphi technique (Van de Ven & Delbecq, 1974) to draw from the expertise of 18 senior executives (Morin, 1989). At the end of the study, the participants agreed on 46 performance indicators, among which 35 of them were financial indicators. The remaining indicators fell in other dimensions of the organization, which are social,

technical and ecological. These results expose the social representation of those people who are assessing the organization. They also show the extent of the influence of the financial stakes. The Morin's thesis highlights the narrow definition of the concept of organizational effectiveness provided by the experts themselves. It also offers empirical documentation on the prevailing orthodoxy of the current generation of senior managers with regard to the notion and evaluation of organizational effectiveness at the eve on the 21st century. The importance which managers place on the criteria of classic economic theory is particularly striking. In order to ensure the durability of the organization, managers must obviously pay a great deal of attention to performance criteria such as profitability, productivity, stability and growth of the organization, and competitiveness.

Empirical Literature

Briggs, (2007) In his research study "problems of recruitment in Nigerian civil service" the main objective of the study is to identify the problems of recruitment in Nigerian public service and to determine the extent of which job specification and Job description is utilized in recruitment process. The study adopt survey research design, stratified random sampling technique was use to draw a sample of 190 respondent from 5 federal ministries. The findings shows among others: increasing pressure for employment, Utilization of informal source of recruitment, federal character principles as the prevalent reason why job description and specification was not used in the recruitment process. The study recommends that informal recruitment should be de-emphasizes and insist on the use of rational sources for recruitment of employee in to Nigerian Public service This study is limited in examine the problems of recruitment in Nigerian public service with case study in some selected ministries. The study left a gap for our study which is concern with how does recruitment process help improve organizational performance in Electricity Distribution Company.

A research was conducted by Okeke and Moggi (2015) "public sector recruitment, policies efficiency, effectiveness and consequences". The research highlights the challenges facing the public sector professionalism and attributes it to environmental context, the findings shows that recruitment in Nigerian public sector shifted from principle of meritocracy toward factors such as Nepotism, patronage and ethnicity. Thus, lead to fallen of Nigerian public sector organization below expectation in terms of service delivery. The study recommends the need for efficient workforce as a pre-condition for achieving short and long term organizational objective. This study is limited to public sector recruitment policies with an aim to measure efficiency; while our research study is concern on how does the recruitment and selection process improve employee performance in Kano Electricity Distribution Company. Adeyemi, Dumade & Fadare (2015) in the study of the influence of recruitment and selection on organizational performance using questionnaire to study a sample of only twenty respondents of Access Bank branch. The study indicated that, advertising of job vacancies to general public, use of employment agent, employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used

in the recruiting and selection process was very effective. The study made use of a very small sample which cannot be generalized to represent the entire access bank employees. This study also left the gap to our study, as it limited to only banking sector and does not make use coherent sample techniques that will be used for generalization.

Clifford, Ogbu and Grace (2017) Conducted study on impact of recruitment and selection process on Employee performance in selected manufacturing companies in Nigeria. The study examine the recruitment and selection strategy, the study collect data from both primary and secondary sources, it also use T-test to find the relationship between the recruitment and selection strategy and Employee performance. The study revealed that internal sources and recruitment agency enable organization to absorb productive employee: Empirical evidence. This research is limited to impact of recruitment strategy on employee performance in some selected manufacturing Companies while our study has emphasis on recruitment process and particularly its impact on organizational performance in Kano Electricity Distribution Company.

Yaro, I. (2014) conducted a study on "Recruitment and selection in Nigerian public service: Nature, challenge and way forward, an empirical study of Nigerian public service. The aim is to identify irregularities of recruitment selection exercise. The study adopted qualitative research technique, using comprehensive document review. The study revealed that; sentiment and other primordial issues like ethnicity and nepotism are given more priority than merit in recruitment exercise. Paper also recommends among others emphasis on merit in recruitment process. This paper concerned on identifying irregularities in Nigerian public services recruitment while our study has more emphasis of the clarity of recruitment process in Kano Electricity Distribution Company. Savior et-al (2016) conducted a study on effective recruitment and selection practice in University of Ghana with emphasis on impact of recruitment policies to organization performance. Descriptive survey design techniques were employed to collect data from both sources. The findings revealed that University of Ghana has a policies that guide recruitment process, it also recommend strict adherence of the policy to ensure the right people are employed in the recruitment process. This study left a gap for us to dig in to as our study has more emphasis on recruitment process and its impact on organization performance in Kano Electricity Distribution Company.

Gap of the study

This study emerged at the time when most of the researchers i.e Briggs (2017), Clifford, Ogbu and grace (2017) Okeke and Moggi (2015) focused more attention to research in the public and Private sector recruitment exercise. The phenomenon of recruitment process is today pervasive in organization undergoing transition process. Kano Electricity Distribution Company is among the recent privatized electricity Distribution Company, handed over private sector management on 1st October 2013.

The change of ownership and management style encompasses change in recruitment policies and process in organization under study, which quite give room for researches to be conducted and investigate how the change affects or impacted to the organizational performance.

Theoretical Framework

This study adopted Resource Based View (RBV) theory, the theory was proposed by J.B Barney, (1997). It also remains one of several important explanations of persistent firm performance differences in the field of strategic management. The theory linked firm performance with the skills of organization human resource. After passing through an intense period of theoretical development and proliferation in the early 1990s, basic RBV logic was established and began to have an impact on empirical research in the field of strategic human resources management. At the same time, resource-based logic began to influence theoretical and empirical work in other non-strategic management disciplines including human resource management, marketing, management information systems, operations research, and so forth. The Theory states that sustainable competitive advantage is achievable when organizations have a pool of human resource which cannot be imitated or substituted by competitors (Barney, 1991). Resource Based theory also entails that firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage. Firms should make-up for the shortfall by employing appropriate recruitment and selection criteria (Barney, 2001). The theory maintained that the major source of any firm's strength or weakness is from the caliber of the people employed and the quality of their working relationships. In addition to this assertion, in support of Resource Based theory, Neeraj (2012) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage.

Applying this theory to our study, it's obvious that finding the competent employee will determined the performance of any organization or otherwise. KEDCO used scientific recruitment and selection process to identify competent and capable employee for possible absorption. Resource Based theory also affirmed that firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, this will help organization to identify a vacancies available, job designation and person specification, to solve this problem RBV theory which emphasize recruitment of the competent employee who have the right skill, abilities and willingness; Placing them in the right place to work, should be adopted by the Organization under study to achieve increase in organizational performance.

The theory also emphasize on the need for organization to have a pool of human resources which cannot be imitated or substituted by competitors, which can only be obtained through sound recruitment exercise which is guided with principle of merit and objectivity. Boxall. J and J. Purcell (2008) revealed those firms that recruit and

retain exceptional individuals have the capability of generating human capital advantage. Technology and capital can be acquired, but it's not easy to acquire pool of highly qualified and motivated employees in order to have competitive advantage they maintained that organization need to be very careful with the recruitment and selection process, in the same approach Kano electricity Distribution Company has succeeded in retaining the most qualified and competent workforce inherited from Power Holding Company of Nigeria through internal recruitment process, the intent is to ensure that those who are expert and skillful are not schemed out of the organization, as the consequences of replacing them is disastrous to the survival of the organization.

Methodology

The study adopt survey research design, the population of the study consist the population of Kano electricity Distribution Company across Kano, Katsin, Jigawa regional offices and KEDCO headquarter with total number of 2418 as population. Multi-stage sampling was used in this study, the Regional offices were divided in to three different clusters of Kano cluster, Katsina cluster and Jigawa cluster, Krejcie and Morgan sample size table was use in determine the sample size of the study as 331, Kano regional offices has 1075 as the total population and 147 as sample size which represent 45% of the population, Katsina regional offices has 556 total population and 76 sample size which represent 23% of the population, Jigawa has a total population of 300 and 41 as a sample size which 12% of the population while KEDCO head quarter has a total population of 487 and sample size of 67 which represent 20% of the of the population.(Krejcie and Morgan 1970), this is to enable our research findings qualified for generalization in the organization under study. The study also adopt mixed research method where data are collected from both quantitative and qualitative form, sources of data are both primary and secondary data the primary data include questionnaire and interview while secondary sources include text books, journals, internet etc. The study used both descriptive statistics and inferential statistics in describing and analyzing the data. Linear regression was used as a tool for analysis.

Result and Discussion

Table 4.1 Rate of questionnaire return

Questionnaires	Number	Percent
Administered	331	100%
Retrieved	311	91.9%
Unreturned	11	8.1%
Valid	288	85.5%
Invalid	32	6.1%
Total	331	100%

Source: Researcher's Survey, 2018

Table 4.1 above presents data from questionnaires return. It shows that 331(100%) questionnaire was administered out of which 311(91.9%) retrieved 11(8.1%) unreturned, 288(85.5%) of the questionnaire returned valid and 32(6.1%) of the return invalid.

Data Presentation on Hypothesis**Table 4.2 Vacancies were established before the recruitment process in this organization**

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	47	16.3	16.3	16.3
	Disagree	39	13.5	13.5	29.9
	Undecided	51	17.7	17.7	47.6
	Agree	112	38.9	38.9	86.5
	Strongly agree	39	13.5	13.5	100.0
	Total	288	100.0	100.0	

Sources: Researcher's Survey 2019

Table 4.2 above present the response on the opinion that says "Established vacancies must exist before commencement of the recruitment process in this organization" 47(16.3%) strongly disagreed, 39(13.5%) disagreed, 51(17.7%) undecided, 112(38.9%) agreed, 39(13.5%) strongly agreed. Finding from the majority of the respondent (52.4%) agreed that established vacancies exist before commencement of the recruitment process in Kano Electricity Distribution Company. Complementing these views, responses from the interviews conducted with the management of Kano Electricity distribution Company. Majority of the interviewers believe that vacancies usually exist before commencement of the recruitment process. Some interviewers also assert that vacancies exist continuously due to constant employee turnover within the organization. This indicate that KEDCO usually asses the position of its human resources to ascertain if there is any vacant post that need immediate replacement within or from outside of the organization.

Table 4.3: Employees were source for recruitment through rationale established process in this organization.

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly disagree	4	1.4	1.4	1.4
	Disagree	47	16.3	16.3	17.7
	Undecided	71	24.7	24.7	42.4
	Agree	164	56.9	56.9	99.3
	Strongly agree	2	.7	.7	100.0
	Total	288	100.0	100.0	

Sources: Researcher's Survey 2019

Table 4.3 above present the view that says employee are source for recruitment through rational established process in this organization, 4(1.4%) of the respondent strongly disagreed, 47(16.3%) disagreed, 71(24.7%) undecided, 164(56.9%) agreed, while 2(.7%) of the respondent strongly agreed. The study found out that majority of the responses which constitute 166(57.6 %) strongly agreed that employee are source for recruitment through rational established process.

However, the responses from interview conducted to the management staff of KEDCO, head quarter and regional offices agreed that employee are sources through established rational process, some of the employee says they are recommended for the job by the co-employee, some are sources through online advert/ Human resources consulting firm, some are also source internally from the inherited manpower of the defunct power holding company of Nigeria. Therefore, interview and

questionnaire responses indicate that employee in Kano electricity Distribution Company are source through established rational such as internal sources, HR consulting firm, online advert, employee recommendation among others, for recruitment.

Table 4.4 Interview and aptitude test are common instrument used for employee selection in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.0	1.0	1.0
	Disagree	48	16.7	16.7	17.7
	Undecided	47	16.3	16.3	34.0
	Agree	188	65.3	65.3	99.3
	Strongly agree	2	.7	.7	100.0
	Total	288	100.0	100.0	

Sources: Researcher's Survey 2019

Table 4.4 Present view of the respondent that says interview and aptitude test are common process of employee selection for recruitment in this organization. 3(1.0%) strongly disagreed, 48(16.7%) disagreed, 47(16.3%) undecided, 188(65.3%) agreed, while 2(0.7%) of the total respondent strongly agreed. Findings revealed that majority of the responses which constitutes 200(66%) agreed that interview and Aptitude test are common process used to select employee for recruitment in Kano electricity Distribution Company. Complementing the responses from interview conducted affirm the view collected from the questionnaire, where majority of the interviewers agreed those employees are selected through interview and various form of aptitudes test. Some of the interviewers further elaborate that technical men are given artisan aptitude test to ascertain how equipped they are with the skills needed for the job while others are subjected to oral interview to verify the authenticity of their academic qualification and working experience attached in their resume before finally selected for the job. Therefore, both the opinions of questionnaires and interviews affirmed those employees are rigorously selected through Aptitude test and interview.

Table 4.5 the recruitment and selection process put in place help improve the performance of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	8.3	8.3	8.3
	Disagree	54	18.8	18.8	27.1
	Undecided	57	19.8	19.8	46.9
	Agree	120	41.7	41.7	88.5
	Strongly agree	33	11.5	11.5	100.0
	Total	288	100.0	100.0	

Sources: Researcher's Survey 2018

Table 4.5 above Present the responses from the question statement that says recruitment and selection process put in place help improved the performance of the organization. 24(8.3%) strongly disagreed, 54(18.8) disagreed, 57(19.9%) undecided, 120(41.7%) agreed, while 33(11.5%) of the respondent strongly agreed. Findings revealed that majority of the respondent which constitutes 153(53.2%) agreed that. Recruitment and selection process help improved the

performance of the organization.

Therefore, responses from interview with the management staff of human resources department of KEDCO headquarter goes along the opinion of majority of responses from questionnaire. Majority of the interviewees indicate that qualified candidates are finally recruited. Moreover, the data of those are qualified and cannot make the list of the recruitment due to limited number of vacancies were also documented and booked by Human resources department for future Human resources planning.

Hypothesis Test

The hypothesis tested stated that: There is no significant relationship between recruitment, selection process and organizational performance in Kano Electricity Distribution Company. The independent variable is "Recruitment, selection process" and dependent variable is "Organizational performance" The study want to see the relationship between the variables. Simple linear regression was used to determine the effect of recruitment and selection process on organizational performance in Kano Electricity Distribution Company.

Table 4.6 Regression result

Variables	Coefficient	t-statistics	Sig.s
Constant	2.269	9.677	.000
Recruitment and Selection	.561	5.239	.000
R	.306 ^a		
R-squared	.488		
Adjusted R-squared	.484		
F-statistic	77.443		0.000

Source: SPSS Output, 2019

Table 4.5 shows, the results from the simple regression analysis, which tests the effects of the recruitment and selection on OP is shown. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 77.433 with a sig-value of 0.000^b which is significant at 5%; this shows that the model is fit for the data.

The empirical findings show that R, the correlation coefficient stood at 0.306 which indicates a weak correlation. R^2 , the coefficient of determination of the variables stood at 0.484 indicating that about 48.8% of the total variation in OP is explained by variations in the recruitment and selection as captured in the study. The adjusted R^2 being 0.484 also indicates that recruitment and selection will still explain 48.4% of the variations in OP even if other variables were added to the study. The coefficient of recruitment and selection stood at 0.361 which is positive. This implies that an increase in the current recruitment and selection procedure would lead to an increase in organizational performance with about 36% in Kano electricity Distribution Company. However, the t statistics stood at 5.239 with a sig-value of 0.000 (less than 0.05) indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis.

Decision Rule

All parameters are judged on the basis of their respective probability values which is denoted as Sig. in SPSS output. Where this value is less than 0.05, irrespective of the size or direction of the coefficient of the parameter, the parameter is said to be significant at 5% level of significance or 95% confidence level and the null hypothesis is rejected and the alternate accepted. However, where the p-value is greater than 0.05, the parameter is said to be insignificant at 5% level of significance and the null hypothesis is accepted.

Based on the above analysis, the study reject the null hypothesis H_0 , which state that; there is no significant relationship between recruitment, selection process and organizational performance in Kano electricity Distribution Company; and accept its alternate hypothesis, H_1 , which states that there is a significant relationship between recruitment and selection and organizational performance in Kano electricity Distribution Company.

Discussion of Findings

The study revealed that there is significant relationship between recruitment, selection process and organizational performance in Kano electricity Distribution Company. Investigation also revealed that recruitment processes often commences in KEDCO with the identification of the existing vacancies which usually occurs due to constant employee turnover or expansion of service outlet. It also shows that employees recruited in Kano Electricity Distribution Company are sources through rational established process. Interview conducted also revealed that employee are sourced through Internal existing manpower of the organization, HR consulting firm, online advert unsolicited applicant and employee recommendation. Though there is outcry from the candidate that recommendation and unsolicited applicant are given much priority in recruitment process but employees are usually selected through the use of interview, aptitude test and interview, as such it proved the recruitment process put in place has help improved the performance of the organization. Comprehending this view with the response of questionnaire form the table 4.5 shows that majority of the respondent which constitutes 153(53.2%) agreed that. Recruitment and selection process help improved the performance of organization in the organization under study.

Conclusion and Recommendation

The study assessed the impact of recruitment and selection on Organizational performance in Kano Electricity Distribution Company. The data was presented and analyzed and Hypothesis was tested. The study concluded that recruitment in KEDCO is highly effective and has a tendency of improving organizational performance, despite prioritizing one sources of employee against others. The study further recommended that management should put more effort to ensure that; vacancies are always given wide publicity during the recruitment processes. This will give equal

opportunity to all applicants who are able and willing to help improved the performance of the organization, instead of concentration on only few sources of recruitment.

This study is limited to the impact of recruitment and selection process on organizational performance in Kano Electricity Distribution Company. It's imperative to understand studies of this nature has peculiar limitations; our research limitations include having secondary data that will validate the findings from interview and questionnaire and some few instances of employee turnover in the organization under study. Therefore we recommend future research to be conducted on other human resources practices in particular, the relationship between recruitment, selection process and employee turnover or Human resources on employee turnover in KEDCO

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