



RECRUITMENT AND SELECTION ON THE PERFORMANCE OF PUBLIC SECTOR IN NIGERIA

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ABSTRACT

The study was to evaluate recruitment and selection on the performance of selected public sector institutions in Enugu state, Nigeria. The specific objectives were to: examine the relationship between recruiting talented staff and output of public sector in Nigeria; evaluate the relationship between proper orientation and quality service of public sector in Nigeria; and investigate the relationship between effective interviewing and staff retention of public sector in Nigeria. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The population of the study was 3421 staff. A stratified sampling method was adopted. The adequate sample size of 346 was determined using Freund and William's statistic formula. 316 staff returned the questionnaire and accurately filled. That gave 91 percent response rate. Pearson correlation coefficient, (r) was used to test the hypotheses, determine the nature, and strength of the research variables. The findings indicated that the relationship between recruiting talented staff and output of the public sector is significantly related $r(95, n = 316) = .552, p > 0.05$, the relationship between proper orientation and quality service of the public sector is significantly related $r(95, n = 316) = .682, p > 0.05$, and the relationship between effective interviewing and staff retention is significantly related $r(95, n = 316) = .606, p > 0.05$. The study concluded that the level of recruiting talented staff, proper orientation, and effective interviewing had significant relationship with quality service, staff retention and output in public sector in Nigeria. The study recommended that the success of any organisation's



future growth and retention of employees depends on recruiting and selecting competent employees. This process should include several key factors such as effective interviewing and proper orientation to ensure that the right human resources are hired for the business.

KEYWORDS: Recruitment, Selection, Performance, Public Sector

1.1 INTRODUCTION

The success of every business depends to a large extent on the quality of its staff. An organisation's most important asset is its human capital, and as such, the organisation's employee retention **programmes** should be given careful consideration to enable it maintain its top performing employees. For meeting the goals of the organisation, it is important to evaluate various attributes of all candidates such as their qualifications, skills, experiences and overall attitudes. Surbhi, (2018) defined Recruitment as the process of searching out the potential applicants and inspiring them to apply for the actual or anticipated vacancy. Recruitment refers to [the overall process](#) of attracting, short listing, selecting and appointing suitable candidates for [jobs](#) (either permanent or temporary) within an organisation. Selection is a process of hiring employees among the shortlisted candidates and providing them a job in the organisation. Jill and Michelle (2019) noted that basic recruitment and selection definition would simply be the process of finding and attracting applicants to fill a vacant position, and then, choosing the right applicant for the job. Recruitment is concerned with reaching out, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspects. Recruitment and selection are important operations in human resource management, designed to make best use of employees' strengths in order to meet the strategic goals and objectives of the employers and of the organisation as a whole (Radhika, 2018).

The desire for a multi-skilled, flexible workforce has increased emphasis on team work which meant that selection decisions are concerned more with behaviours and attitudes than with matching individuals to immediate job requirements. The selection of a right applicant for a vacant position will be an asset to the organisation, which will be helping the



organisation in reaching its objectives. Simriti, n.d noted that Recruitment Process Passes through: Searching out the sources from where required persons will be available for recruitment; Developing the techniques to attract the suitable candidates; Using of good techniques to attract prospective candidates; and stimulating as many candidates as possible to apply for jobs. Silzer (2010) opined that the process of recruitment does not cease with application of candidates and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organisation, who will be a successful applicant. In this process, the most suitable candidate is picked after the elimination of the candidates who are not suitable for the vacant job. Both recruitment and selection work hand in hand; and both play a vital role in the overall growth of an organisation.

1.2 STATEMENT OF THE PROBLEM

The key goal of HR planning is to get the right number of people with the right skills, experiences and competencies in the right jobs at the right time at the right cost. Recruitment process involves seeking out prospective employees through advertisement or personal contact and receiving applications, with selection which is concerned with screening applications, short listing invitation for interview, and interviewing and picking the best candidate.

The challenges of public sector which are threats to their performance are lack of recruiting talented staff, poor proper orientation, lack of effective interviewing due to ethic problems, Religious issues, culture, nepotism, favoritisms and political consideration. This is particularly so with recruitment and selection policies and practices.



However, the above shortcomings of public sector demand immediate attention and when not properly addressed, can result to inadequate output as a result of not recruiting talented staff, poor quality service delivery which emanates from poor employee orientation, high employee turnover as result improper interviewing. The study evaluatesthe recruitment and selection on the performance of public sector in Nigeria.

1.3 OBJECTIVEOF THE STUDY

The main objective of the study was to evaluate recruitment and selection on the performance of public sector in Nigeria. The specific objectives were to:

- i. Examine the relationship between recruiting talented staff and output of public sector in Nigeria.
- ii. Evaluate the relationship between proper orientation andquality service of public sector in Nigeria.
- iii. Investigate the relationship between effective interviewing andstaff retention of public sector in Nigeria.

1.4 Research Questions

The following research questions guided the study:

- i. What is the relationship between recruiting talented staff and output in public sector in Nigeria?
- ii. What is the relationship between proper orientation and quality service of public sector in Nigeria?
- iii. What is the relationship between effective interviewing and staff retention?
- iv.



1.5 Statement of the Hypotheses

The following hypotheses guided the study:

- i. The relationship between recruiting talented staff and output of the public sector is significantly low.
- ii. The relationship between proper orientation and quality service of the public sector is significantly low.
- iii. The relationship between effective interviewing and staff retention is significantly low.

1.6 Significance of the Study

The study on recruitment and selection on the performance of public sector in Nigeria will benefit the organisations. An effective recruitment and selection process clearly identifies company's needs and matches them with the right candidates, who will fit into the organisations both on paper and in practice. Selecting the right candidates helps organisations save money in the longrun by finding dependable permanent employees. Recruiting the right people carries supreme importance for the continuation of the success of an organisation. An effective recruitment and selection policy not only fulfill the requirements for a job but also ensures that an organisation will continue to maintain its commitment to providing equal opportunity to employees.

2.0: REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Recruitment and Selection

Selection is based on combination of skills, competencies, experiences and motivation. Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job. Surbhi,(2018) defined Recruitment as a process of



finding out the prospective applicants and stimulating them to apply for the vacancy. It is a long process which involves a series of activities that begins with analysing the job requirements and ends with the appointment of the employee. The term selection means the placement of the right man at the right job. Selection is an activity in which the organisation selects a fixed number of candidates from a large number of applicants. It involves the actual appointment of the employee for filling up the vacancies of the enterprise. Recruitment function in the organisation plays a pivotal role. Selection in the organisation is a time consuming activity and needs adequate care to see that the right kind of people are hired in the organisation (Shailashree and Surekha, 2016). Recruitment is a positive process with its approach of attracting as many candidates as possible for the vacant jobs while Selection is a negative process with its elimination or rejection of as many candidates as possible for identifying the right candidate for the position.

2.1.2 Recruiting Talented Staff

A recruiting strategy is a plan of action to successfully identify, recruit and hire high quality candidates. Recruitment helps to estimate the available vacancies and to make suitable arrangements for their selection and appointment (Nageshwar, 2018). One of the best recruiting techniques is to treat interviewees the same way customers are treated. Successful recruitment is a direct reflection of the legitimacy and professionalism of business. It helps to organize applications by dividing them into under qualified or overqualified, to increase the possibility of increasing and choosing the successful person to the right place. Hence the factors affecting recruitment include: Size of the Enterprise, Employment Conditions, Salary Structure, Working Conditions and Rate of Growth.

2.1.3 Proper Orientation

Proper orientation is part of a new worker's socialization process in a company or organisation. The planned introduction of new employees to their jobs, co-workers and the organisation should not be a mechanical one-way process. The programme needs to



incorporate a sensitive awareness of newcomers' anxieties. It should also incorporate the needs of the employee. Market orientation is an approach to business that prioritizes identifying the needs and desires of consumers and creating products that satisfy them (Carol, 2019). Proper training helps in improving customer service and product support geared to solving concerns raised by consumers. Its role is to help new hires understand the company's vision, organisational culture policies and expectations.

2.1.4 Effective Interviewing

Interview is one of the most important parts of job search process. A job interview is a course of action in which a potential employee is evaluated by an employer for future employment. interviewing is the process whereby individuals (usually two) exchange information. The Information may be concerned with a job opening, promotion, special assignment, product sale, information for intelligence purposes or a proposed merger. An effective interview is one that optimizes the perceived communication objectives of the individuals involved, with time as the principal constraint. Effective interviewing is always well structured, **and consists the** following stages: introduction, assessing the candidate, discuss competencies, skills and capabilities, Candidate questions and closing session (Dan Hawes n.d). The most important key to effective interviewing is recognizing how one's own attitudes and biases that can affect the information he acquires.

2.1.5 Performance

The term "performance" means continually achieving the preferred results in a manner that is as effective and efficient as possible. Performance is completion of a task with application of knowledge, skills and abilities (John and Michelle, 2015). In the work place, performance or job performance means good ranking with the hypothesized conception of requirements of a role. To sustain strong performance, all of the parts of the system must be closely integrated and aligned towards actively achieving the desired results. Only then can it be said that it is highly performing (Carter n.d). Performance measurements focus on outcomes and outputs, not merely inputs. A performance orientation in the public sector means that



achievements matter, as well as probity and economy. Hence, managers or agencies should pursue defined standards. Employees should therefore be carefully selected, managed and retained, just like any other resource.

2.1.6 Output

The productivity of an organisation is measured by the value of goods and services produced by the organisation. Alan stated that Output in economics is the "quantity of goods or services produced in a given time period, by a firm, industry, or country", whether consumed or used for further production. The concept of output is essential in the field of macroeconomics. Jill (2018) defined Employee output or productivity, as an assessment of an employee's or a group of employees' efficiency. Outputs are quantitative and far easier to measure than "outcomes. Outcomes are both quantitative and qualitative. Every business prefers outcomes to output in business (Doug, 2018).

2.1.7 Quality Service

The growth of every business depends on the quality of its products and delivery. A business with high service quality will meet or exceed [customer](#) expectations whilst remaining economically [competitive](#). Improved service quality increases profitability and long-term economic competitiveness. Quality service is dealing with clients and customers in a respectful and helpful way. Prachi (2019) ascertained that Providing quality customer service means going the extra mile in making sure that a customer is happy and satisfied with a company's products or services. Customer service is all about meeting and exceeding the expectations of the customer. Quality of service is critical to the survival and profitability of organisations, and also, it is a profitable strategy for the organisation.

2.1.8 Staff Retention

Retention is defined as the process by which a company ensures that its employees do not quit their jobs. Employee retention is a phenomenon where employees choose to stay on with their current company and do not actively seek other job prospects (Chiradeep, 2020). In a competitive hiring climate, employee retention can often be a challenge. Employee



retention refers to the various policies and practices which allow the employees stick to an organisation for a longer period of time. Low salary, lack of growth prospects and motivation compel an employee to look for a change. It is the responsibility of the line managers as well as the management to ensure that the employees are satisfied with their roles and responsibilities and the job offering them a new challenge and learning every day. The management must understand the difference between a valuable employee and an employee who does not contribute much to the organisation.

2.2 THEORETICAL FRAMEWORK

The study was guided by Skinner's Reinforcement Theory

The theory is based on the principles of causality and knowledge that worker's behaviour is regulated by the type of reward. Skinner's Reinforcement Theory or just Reinforcement Theory is one of the theories focusing on human [motivation](#). Reinforcement Theory was published by American social philosopher, psychologist and behaviourist [Burrhus Frederic Skinner](#) in 1957. The theory is based on the principles of causality and knowledge that a worker's behaviour is regulated by the type of reward. The theory does not assess personality, but focuses on behaviour and recognizes three basic rules of consequences: Reward for positive behaviour reinforces positive behaviour; Punishment for negative behaviour weakens negative behaviour; If there is no reward or punishment, behaviour is fading.

The results of this theory are part of the incentive systems. If we want to reinforce the [behaviour](#) in the [organisation](#), we provide a reward for it; and vice versa, if we want to weaken any behaviour, we use a punishment. With this theory, we also know that the time interval for granting rewards should be as short as possible, preferably imminent.

2.3 Empirical Review

Roma(2016)conducted a study on recruitment and selection process with reference to "Private Universities in Uttarakhand",This study throws light upon various sources of



recruitment and selection processes in selected private universities. The main purpose of the study is to identify the probable area of improvement for the next generation to make recruitment and selection practices more efficient. The recruitment and selection process is the foremost pillar of success in any organisation. Thus, every business must seek to improve the quality of its workforce. To get the best human resource, an efficient and well planned strategy is required at the workplace. Nowadays, technical advances are being made in the field of human resource with time and slowly the traditional sources of human resource are being replaced by new and technically enhanced sources and methods of recruitment and selection processes. Therefore, recruitment process in an organisation must be effective to attract the best talent. The primary data for this study has been collected through a structured questionnaire and convenience sampling method was used. The sample size was 150. Limitations and scope for future work have also been discussed in the study. This study provides several theoretical and managerial implications to the practitioners for the next generation. The inferences depict that many private universities make use of social media platforms like Facebook, LinkedIn, Glassdoor, Skype (Video conferencing) etc. as recruiting tools and they have become valuable instruments for employers in the hiring process as well as jobseekers. It is via all these social media maneuvers that recruiters are able to manifest the probability of identifying suitable recruits by reaching out to a bigger pool of potential applicants. In this paper, an attempt has been made to understand the advancing recruitment and selection (staffing) process in the private universities and offer a recommendation for the same.

Wanja (2009) conducted an Empirical Study of Recruitment and Selection Process at the International Islamic University Malaysia on recruitment and selection process. The study aims are to ascertain whether responsibility for recruitment and selection is shared between human resource management specialists (Management Services Division) and line management (Deans, Departmental Heads and Faculty Executives); and whether there is evidence of increasing devolution of this responsibility to line managers. The study intends to explore the methods of recruitment and selection that are in use at the university. The



study also intends to describe elements of recruitment and selection activities at the University and upon identification of any deviation to the theories of the two processes, recommendations will be made that could help the management to efficiently and effectively perform these activities. In advancing this aim, the study emphasizes on what most of the human resource writers consider sound principles for the practice of recruitment and selection activities in comparison with the practical experience of the university. Using both qualitative and quantitative data, the findings obtained from this study reveal that there is evidence that the University is consistent with staffing practices as human resource theorists suggest. There is also evidence that the responsibility of recruitment and selection at the University is shared among the human resource Specialists and the line management.

Kanagavalli, Seethalakshmi and Sowdamini (2019) conducted a study on the Systematic Review of Literature on Recruitment and Selection Process. The main purpose of the study is to provide a new, macro-level model of strategic staffing to bridge the gap in the knowledge regarding how practices within recruitment and selection systems can work to provide a competitive advantage among various sectors. The study identifies the various methods of recruitment and selection process through a systematic review of literature, which would be the right fit for attracting and selecting employees in an organisation. Content analysis method is adopted to review the literature and sub-categories were formed to analyze the study. Literature was collected from 40 articles of a reputed journal from 2010 to 2018. The review of literature revealed that the recruitment and selection process is carried out in organisations by adopting latest technologies like online portals, outsourcing, job fair, campus interviews; and mobile recruitment applications. The representation of this practice is to find the best candidate for an organisation. Besides adopting the latest technology, consideration of the expatriate factor would lead to an effective way of recruitment practices in finding out the right candidate for the right job; and thus, create a healthier work environment. The expatriate factors have not been considered well in the Indian context, but have been given importance in the global context in the process of recruitment



and selection. Highlighting the significance of various recruitment practices results in the selection of the right person in the right job, which enhances a healthier working environment in organisations, in turn rendering high quality products and services to the society. Prior study has studied various factors that influence internal recruitment, external recruitment, and selection process. This study is an attempt to analyze the expatriate factors and other factors through the content analysis method.

3.0 METHODOLOGY

The study was based on recruitment and selection on the performance of selected public sector institutions in Enugu State, Nigeria. These include: Ministries of Environment, Education, information, and Agriculture and Natural Resources. These ministries were chosen due to their staff strength. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The population of the study was 3421 staff. A stratified sampling method was adopted. The adequate sample size of 346 was determined using Freund and William's statistic formula. 316 staff returned the questionnaire and accurately filled. That gave 91 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.79 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool.

Data Presentation and Analyses



4.1 The relationship between recruiting talented staff and output in public sector in Nigeria.

Table 4.1.1: Responses on the relationship between recruiting talented staff and output in public sector in Nigeria.

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Employing of talented people in the organisation received back for their investment	590 118 37.3	632 158 50.0	69 23 7.3	4 4 1.3	13 13 4.1	1308 316 100%	4.14	.920	Agree
2	Skilled employees do exceptional work output in the organisation and things are made easier.	1030 206 65.2	68 17 5.4	18 6 1.9	84 42 13.2	45 45 14.2	1245 316 100%	3.94	1.577	Agree
3	The training cost is reduced and staff are retained that improve productivity.	460 92 29.1	484 121 38.3	48 16 5.1	84 42 13.3	45 45 14.2	1121 316 100%	3.55	1.399	Agree
4	New ideas are contributed to the company by talented employees	770 154 48.7	264 66 20.9	27 9 2.8	84 42 13.3	45 45 14.2	1190 316 100%	3.77	1.510	Agree
5	A compensated talented employee is a loyal employee and grows with the company.	375 75 23.7	580 145 45.9	27 9 2.8	84 42 13.3	45 45 14.2	1111 316 100%	3.52	1.360	Agree
Total grand mean and standard deviation								3.8	1.35	

Source: Field Survey, 2020



Table 4.1.1 indicated that 276 respondents out of 316 representing 87.3 percent agreed that employing of talented people in the organisation received back for their investment with mean score of 4.14 and standard deviation of .920. Skilled employees do exceptional work output in the organisation and things are made easier with 223 respondents representing 70.8 percent agreed with mean score of 3.94 and standard deviation of 1.577. The training cost is reduced and staff are retained that improve productivity with 213 respondents representing 67.4 percent agreed with mean score of 3.55 and standard deviation of 1.399. New ideas are contributed to the company by talented employees with 220 respondents representing 69.6 percent agreed with mean score of 3.77 and standard deviation 1.510. A compensated talented employee is a loyal employee and grows with the company with 220 respondents representing 69.6 percent agreed with a mean score of 3.52 and standard deviation of 1.360.

4.2 The relationship between proper orientation and quality service of public sector in Nigeria.

Table 4.2.1: Response on the relationship between proper orientation and quality service of public sector in Nigeria

		5	4	3	2	1	$\sum FX$	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Orientation provides the new employees concise and accurate information in the job for their effective service.	520 104 32.9	436 109 34.5	48 16 5.1	84 42 13.3	45 45 14.2	1133 316 100%	3.59	1.424	Agree
2	The new employees adapt to their new teams with confidence	310 62 19.6	620 155 49.1	27 12 3.8	84 42 13.3	45 45 14.2	1086 316 100%	3.44	1.329	Agree
3	The orientation promotes a feeling of belongingness and loyalty to the organisation	510 102 32.3	484 121 38.3	18 6 1.9	84 42 13.3	45 45 14.2	1141 316 100%	3.61	1.418	Agree



4	The orientation strikes a balance between organisation and the personnel goals.	520	552	27	20	55	1174	3.72	1.406	Agree
		104	138	9	10	55	316			
		32.9	43.7	2.8	3.2	17.4	100%			
5	Proper orientation promotes communication between the supervisors and the new employees	290	664	33	20	71	1078	3.41	1.424	Agree
		58	166	11	10	71	316			
		18.4	52.5	3.5	3.2	22.5	100%			
Total grand mean and standard deviation								3.6	1.40	

Source: Field Survey, 2020

Table 4.2.1, indicated that 213 respondents out of 316 representing 67.4 percent agreed that Orientation provides the new employees concise and accurate information in the job for their effective service with mean score of 3.59 and standard deviation of 1.424. The new employees adapt to their new teams with confidence with 217 respondents representing 68.7 percent agreed with mean score of 3.44 and standard deviation of 1.329. The orientation promotes a feeling of belongingness and loyalty to the organisation with 223 respondents representing 70.6 percent agreed with mean score of 3.61 and standard deviation of 1.418. The orientation strikes a balance between organisation and the personnel goals with 242 respondents representing 76.6 percent agreed with mean score of 3.72 and standard deviation 1.406. Proper orientation promotes communication between the supervisors and the new employees with 224 respondents representing 70.9 percent agreed with a mean score of 3.41 and standard deviation of 1.424.



4.3 The relationship between effective interviewing and staff retention

Table 4.3.1: Responses on the relationship between effective interviewing and staff retention

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Interviewing helps to learn about applicants in advance	790 158 50.0	316 79 25.0	42 14 4.4	20 10 3.2	55 55 17.4	1223 316 100%	3.87	1.493	Agree
2	The job requirements made known reduce turnover in the organisation	635 127 40.2	464 116 36.7	24 8 2.5	20 10 3.2	55 55 17.4	1198 316 100%	3.79	1.443	Agree
3	Quality interviewing retains employees and increases overall productivity	400 80 25.3	720 180 57.0	33 11 3.5	20 10 3.2	35 35 11.1	1208 316 100%	3.82	1.177	Agree
4	Effective interviewing reduces employee turnover in the organisation	700 140 44.3	500 125 39.6	39 13 4.1	20 10 3.2	28 28 8.9	1287 316 100%	4.07	1.186	Agree
5	Interviewing attracts dedicated company experts and improves morals in the company	1015 203 64.2	268 67 21.2	24 8 2.5	20 10 3.2	28 28 8.9	1355 316 100%	4.29	1.230	Agree
Total grand mean and standard deviation								3.9	1.31	

Source: Field Survey, 2020

Table 4.3.1 indicated that 237 respondents out of 316 representing 75.0 percent agreed that interviewing helps to learn about applicants in advance with mean score of 3.87 and standard deviation of 1.493. The job requirements made known reduce turnover in the



organisation with 243 respondents representing 76.9 percent agreed with mean score of 3.79 and standard deviation of 1.443. Quality interviewing retains employees and increases overall productivity with 260 respondents representing 82.3 percent agreed with mean score of 3.82 and standard deviation of 1.177. Effective interviewing reduces employee turnover in the organisation with 265 respondents representing 83.9 percent agreed with mean score of 4.07 and standard deviation 1.186. Interviewing attracts dedicated company experts and improves morals in the company with 270 respondents representing 85.4 percent agreed with a mean score of 4.29 and standard deviation of 1.230.

4.4 Test of Hypotheses

4.4.1 Test of Hypothesis One: The relationship between recruiting talented staff and output of the public sector is significantly low.

Table 4.4.1: Pearson Correlation on the relationship between recruiting talented staff and output of the public sector in significantly low.

Pearson	Recruiting talented staff		Recruiting talented staff	Output
	Output	Correlation Coefficient Sig. (2-tailed)	1	.552(**)
		N	316	1
		Correlation		000
				316



		Coefficient		
		Sig. (2 tailed)	.552(**)	
		N	000	316
			316	

** Correlation is significant at the 0.05 level (2 tailed).

Table 4.4.1 is the Pearson correlation matrix on recruiting talented staff and output of the public sector showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.552. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the relationship between recruiting talented staff and output of the public sector are significantly related ($r=.552$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r=.552, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise, reject the null hypothesis.

Decision

The computed $r = 0.552$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that the relationship between recruiting talented staff and output of the public sector are significantly high as reported in the probability value of ($r=.552, p<.05$).



4.4.2 Test of Hypotheses Two: The relationship between proper orientation and quality service of the public sector is significantly low.

Table 4.4.2: Pearson Correlation on the relationship between proper orientation and quality service of the public sector is significantly low.

Pearson	Proper orientation		Proper orientation	Quality service
	Quality service	Correlation Coefficient (2-tailed) Sig. N	1 316 .682(**) 000 316	.682(**) 000 316

** Correlation is significant at the 0.05 level (2 tailed)

Table 4.4.2. is the Pearson correlation matrix on proper orientation and quality service of the public sector showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.682. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the relationship between proper



orientation and quality service of the public sector are significantly related ($r=.682$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r=.682, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise, reject the null hypothesis.

Decision

The computed $r = 0.682$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that the relationship between proper orientation and quality service of the public sector are significantly high as reported in the probability value of ($r=.682, p<.05$).

4.4.3 Test of Hypotheses Three: The relationship between effective interviewing and staff retention is significantly low.

Table 4.4.3: Pearson Correlation on The relationship between effective interviewing and staff retention is significantly low.

Pearson	Effective interview	Correlation Coefficient Sig. (2- tailed) N	Effective interview	Staff retention
	Staff retention		1	.606(**) 000
			316	316



		Correlation Coefficient		1
		Sig. (2 tailed)	.606(**)	
		N	000 316	316

** Correlation is significant at the 0.05 level (2 tailed)

Table 4.4.3 is the Pearson correlation matrix on the effective interviewing and staff retention showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.606. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the relationship between effective interviewing and staff retention are significantly related ($r=.606$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom at alpha level for a two-tailed test ($r=.606, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise, reject the null hypothesis.

Decision

Since the computed $r = 0.606$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that The relationship between effective interviewing and staff retention are significantly high as reported in the probability value of ($r=.606, p<.05$).



4.5 Discussion of Findings

In test of hypothesis one, the computed $r = .552$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that the relationship between recruiting talented staff and output of the public sector are significantly related as reported in the probability value of ($r=.552, p<.05$). In support of the result of hypothesis one, Roma(2016)noted that the probable area of improvement for the next generation is to make recruitment and selection practices more efficient. The recruitment and selection process is the foremost pillar of success in any organisation. Also Recruitment helps to estimate the available vacancies and to make suitable arrangements for their selection and appointment (Nageshwar, 2018).

Hypothesis two indicated that the computed $r = 0.682$ is greater than the table value of $.195$, hence we reject the null hypothesis. Therefore, we concluded that the relationship between proper orientation and quality service of the public sector are significantly related as reported in the probability value of ($r=.682, p<.05$). In support of the result above, Prachi, (2019) ascertained that providing quality customer service means going the extra mile in making sure a customer is happy and satisfied with a company's products or services. Low salary, lack of growth prospects and motivation compel an employee to look for a change.

Furthermore, in the result of hypothesis three, the computed $r = 0.606$ is greater than the table value of $.195$, hence, we reject the null hypothesis. Therefore, we concluded that the relationship between effective interviewing and staff retention are significantly related as reported in the probability value of ($r=.606, p<.05$). In support of the above result, Kanagavalli, Seethalakshmi and Sowdamini (2019) revealed that the recruitment and selection process is carried out in organisations by adopting latest technologies like online portals, outsourcing, job fair, campus interviews and mobile recruitment applications. Besides adopting the latest technology, consideration of the expatriate factor would lead to



an effective way of recruitment practices in finding out the right candidate for the right job, and thus, create a healthier work environment.

5.0 CONCLUSION

The study concluded that the level of recruiting talented staff, proper orientation, effective interviewing had significant relationships with quality service, staff retention and output in public sector in Nigeria. Recruitment process in an organisation must be effective to attract the best talent. Recruitment and selection policy significantly eliminates the employee turnover; making it easier to choose the right candidate who not only meets the work-related competencies, but also complements the core values of the organisation. Recruiting the right people carries supreme importance for the continuation of the success of an organisation.

6.0 RECOMMENDATIONS

Based on the findings of the study, the following recommendations were given:

1. The success of any organisation's future growth and retention of employees depends on recruiting and selecting competent employees. This process should include several key factors such as effective interviewing and proper orientation to ensure that the right human resources are hired for the business.
2. Before starting a recruitment and selection process, job descriptions should be defined for each role in the organisation. Each job description should include the skills and education required to perform each role successfully, as well as a detailed list of responsibilities because it allows employees to understand their roles and responsibilities.



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