

EDUCATIONAL QUALIFICATION BASE RECRUITMENT AND SELECTION REQUIREMENTS AND PERFORMANCE OF SELECTED PUBLIC ENTERPRISES (PES) IN RIVERS STATE**Dr. Charles Mebom****Department of Employment Relation and Human Resource Management
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Rumuolumeni Port Harcourt, Rivers State, Nigeria****ABSTRACT**

This study is titled Educational Qualification Base Recruitment and Selection Requirements and Performance of selected Public Enterprises (PEs) in Rivers State". The broad objective of the study is to investigate the relationship between aptitude test recruitment and selection requirements and staff performance in PEs in Rivers State. Specifically, the study sought to: ascertain the extent to which the relationship, between educational qualification-based recruitment and selection on effectiveness of public enterprises in Rivers State. Descriptive survey design was adopted and a total population of two thousand eight hundred and six seven (2867), drawn from the area of the study was used. The sample size of the study was 351 which was calculated from the total population using Taro Yameni formula. Structured questionnaire was the instrument used for data collection. Data collected for the study were analysed using frequency distribution tables, and simple percentage method while Pearson Product Moment Correlation Coefficient was used to empirically test the hypotheses formulated for the study. Findings revealed that there is no significant positive relationship between educational qualification-based recruitment and competency of workers in the selected public enterprises in Rivers state; The researcher therefore, recommended that in order to improve the competency of staff of PEs in Rivers State, there is need to uphold merit in recruitment and selection of candidates into public enterprises in Rivers State; The implication of the study is that public enterprises have failed to fulfill the roles to which they were created hence the need to revive the entire enterprises in the study area.

Keywords: Educational Qualification, Recruitment, Selection, Competency**INTRODUCTION**

Performance of public enterprises therefore measures the extent to which public enterprises have carried out the responsibilities attached to their respective organizations. This can be determined in terms of such indicators which include the quality of services they rendered to the people; their productivity (measured by output, efficiency and effectiveness of task performance) level in terms of the extent to which an organization achieves its set objectives. Kalliola (2005) in Darabi (2017) aptly captured that the productivity of public services is derived from the capacity to respond to the needs of citizens in an economically efficient way as well as maximization of employees' potentials. Another indicator is financial profitability (return on investment) which deals with the ability of the firm to make profit and continue to viably exist without dependence on government subventions. This is what Aneyebe (2018) calls return on investment, and lastly among others is competence. Competence measures efficient performance of task. Onyegbule (2017) documents that efficiency generally is associated with input-output ratio (the goods and services produced) and effectiveness with outcomes (the extent to which objectives were achieved).

Efficiency has both quantitative and qualitative characteristics that include the volume and cost of services, response times and error rates, the accessibility of services and the courtesy with which they are provided and citizen/customer satisfaction with services. Effectiveness entails that the produced goods and services meet the expected or desired impact.

It is based on the foregoing that we can evaluate the performance of PEs in Rivers State. Rivers State is one of the 36 states of Nigeria and was created in 1967. Its capital and largest city, Port Harcourt, is economically significant as the centre of Nigeria's oil industry. Rivers State is a

multi-cultural and multi-tribal state. The earliest known settled communities in what is now Rivers State include the Ndoki on the lower Imo River and Ikwere people. Today, over 26 distinct groups such as Ekpeye, Etche, Ijaw, Ogoni among others are recognized by the Rivers State government, each with its own language, lifestyle, and cultural heritage (Wikipedia, 2020). In view of the State's economic significance as the centre of Nigeria's oil industry, many state-owned enterprises exist in Rivers State and they include Notore Nigeria Ltd, Siat Nigeria Ltd, Paboard Breweries Ltd, Delta Rubber Company Ltd, and Rivers State Vegetable Oil Company Ltd. others include: Rivers State Television Authority, Rivers State Newspaper Corporation, Greater Port Harcourt City Development Authority, Rivers State Broadcasting Corporation, Rivers State Development Agency, Rivers State Micro Finance Agency, Rivers State Waste Management Agency, Road Maintenance and Rehabilitation Agency etc.

The performance of public enterprises in Nigeria including Rivers State at both the sectoral and sub-sectoral institutional levels has therefore, been a subject of considerable discussion by scholars. For example, Ayodele (1996) and Iwayemi (1990) in Anyebe (2018) provide a comprehensive analysis of the dismal performance of public enterprises especially before the introduction of Structural Adjustment Programme (SAP) in Nigeria in 1986. This dismal performance they argued, reflects public enterprises failure to meet public aspirations in terms of the quantum of output as well as the quality of services, generation of any reasonable rates of return on investment, capital expenditure and the provision of adequate and reliable services.

The above ugly development appears to be linked to the quality of staff possessed by these establishments and by extension the recruitment and selection requirements that brought them in. Hence, instead of adopting the conventional requirements and criteria for recruitment and selection of job applicants, practices which undermine merit, qualification and competence seem to always play out. These practices appear to manifest in consideration of political affiliation. This is a situation whereby the party in power appoints its members or those who worked for the party during the elections into positions in respective government establishments and positions without due consideration to merit, experience, qualifications and competence. This often seems to be the case in the appointment of Board members and recruitment of persons into various public enterprises at both state and federal levels including Rivers State. Gberevbie (2011) in Odor, et al, (2019) observed that staff recruitment in Delta State civil service is a mixture of merit, political consideration, and element of god-fatherism and equal representation. This was supported by Fabura (1984) in Anyebe (2018:2) who earlier stated that in most government owned public companies.

Research Hypotheses

The following hypotheses were tested in the course of the study.

HA1: There is significant relationship between educational qualifications based recruitment and selection and effectiveness of public enterprises in Rivers State.

HO1: There is no significant relationship between educational qualifications based recruitment and selection and effectiveness of public enterprises in Rivers State.

Concept of Recruitment

It has also been argued that in order for the enterprise to build and sustain competitive advantage proper staffing is critical (Djabatey, 2012). Thus, recruitment and selection have become imperative in organizations because individuals need to be attracted on timely basis, in sufficient numbers and with appropriate qualifications. Onwe, et al, (2015) submitted that the bottom line any recruitment and selection exercise is to build and maintain a formidable workforce through which an organization can successfully satisfy its human resources plan as well as achieve its set objectives.

Bedeian (1999) maintains that where there are several job applicants for an existing position or job opening, managers or recruiting authority in both public and private sector organization must decide who is the most qualified. Such decision is made during selection exercise. It has been observed that decision to select the most qualified to fill important job openings is at times based

on both objective and subjective views of the interview. The selection stage is a very critical one considering the impact of selecting a mediocre candidate who does not have the requisite skills, knowledge and abilities to adopt to organizational tenets and culture. Otoo, Assuming & Agyei (2018) opine that the goals of a good selection are: 1. To gather relevant information about applicants. 2. To analyze, organize, and evaluate information of applicants to make a good choice; 3. To assess and evaluate each applicant in order to determine their suitability to the job; and 4. Provide information of the company to applicants for them to make a decision whether to work for the company or not.

Oaya, et al, (2017) also added that the basic aims of recruitment is to create collection of candidates to enhance selection of best candidates for the organization, by attracting more and more prospective employees to apply in the organization while the 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 take the decision and the official appointment.

Competency: The concept of competency is usually applied to define the whole of individual abilities, skills, behaviours and knowledge, oriented to effective performance in particular working environment (Kolibacova, 2014). Armstrong (2006) averred that abilities the dimensions of behaviour needed by organizations to achieve a high performance. It is emphasized that performance of an individual as well as the organization performance and success depend on individual competencies (Savaneviciene, 2008).

In the scientific literature, competence is divided into hard and soft competency. Hard one, professional competency, is determined by organizational performance. Soft competency is defined by personal postures of an employee, his or her behaviour, necessary for a good job performance, and can be either professional, social or conceptual (Kolibacova, 2014). Some benefits are associated with competency. These benefits according to Homer (2001) include reduced training costs, reduced staff turnover or increased employee productivity, hence performance. Competency as a performance indicator focuses on behaviour of employees and managers to determine how they affect the overall performance of the organization. It concentrates on the essential activities that lead to the success of the organization. Among other things, scholars are in agreement that competency in the organization can be measured through the following tools: Annual Appraisal, 360 degree feedback questionnaire, analysis of the performance indicators and regular one-to-one meetings with line managers.

Martinelli (2014) describes few steps that should be taken to bring a new model leadership competencies, competencies which will be useful in the future, among board members such as visionary and future focus, entrepreneurial spirit, risk talking, system thinking, ability to communicate effectively at all levels, imagining new forms of partnership and alliances and a deep appreciation of the strength of diversity which promotes creativity, innovation and organizational learning.

METHODOLOGY

Research Design

For the purpose of this study, descriptive survey design was adopted.

Population of the Study

S/N	Selected Public Enterprises	Saff
1	Notore Ltd	119
2	Siat Nigeria Ltd	102
3	Pabod Breweries Ltd	156
4	Delta Rubber Company Ltd	204
5	Rivers State Vegetable Oil Ltd	218
6	Rivers State Television Authority	149
7	Rivers State Newspaper Corporation	197

8	Greater PortHarcourt City Development Authority	183
9	Rivers State Broadcasting Corporation	245
10	Rivers State Fire Service	191
11	Rivers State Development Agency	166
12	Rivers State Microfinance Agency	112
13	Rivers State Waste Management Agency	144
14	Road Maintenance and Rehabilitation Agency	181
15	Enlightened Public	500
	TOTAL	2867

Source: Personnel Departments of the Selected Government Establishments in the study area, 2020.

Sample Size and Sampling Technique

Due to the large size of the population, Taro Yamene's formula was applied to get the sample size

Instrument for Data Collection

The instrument for data collection was questionnaire instrument structured using Likert's four (4) point scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The instrument was structured into section A and Section B. Section A contained socio-demographic characteristics of the respondents while section B contained structured questionnaire items.

Method of Data Analysis

Data collected for the study were analyzed using frequency distribution tables and simple percentage method. Also, Pearson's Product Moment Correlation through SPSS was used in empirical testing of the hypotheses that guided the study. The Pearson Product Moment Correlation Coefficient (r) was used to find the relationship between variables that was measured on the interval scales. It measured the goodness of the fit of the least square lines. The Pearson Product Moment Correlation Coefficient (r) was computed by using the following formula:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

Where r = Pearson Product Moment Correlation Coefficient

n = Number of Paired Observations

$\sum x$ = Sum of squared scores on variables

$\sum y$ = Sum of scores on variables

$\sum y^2$ = Sum of squared scores on variables

The hypotheses were tested at 5% level of significance. Hence, when the p-value is lesser than 0.05, the alternate hypothesis would be accepted whereas when the p-value is greater than 0.05, the null hypothesis would be accepted.

Results

Hypothesis one

HA1: There is significant relationship between educational qualifications based recruitment and selection and effectiveness of public enterprises in Rivers State.

HO1: There is no significant relationship between educational qualifications based recruitment and selection and effectiveness of public enterprises in Rivers State.

In the test of hypothesis four, the data presented in tables 32, 33, 34 and 35 were collated and correlated with data presented in tables, 36, 37, 38 and 39.

Correlations Test of Hypothesis four Correlations

		Educational_Qualifications_Based_Re cruitment	Effectiveness
Educational_Qualifications_Base d_Recruitment	Pearson Correlation	1	-.550**
	Sig. (2-tailed)		.000
	N	322	322
Effectiveness	Pearson Correlation	-.550**	1
	Sig. (2-tailed)	.000	
	N	322	322

** . Correlation is significant at the 0.01 level (2-tailed).

The result of the correlation analysis above shows a negative correlation value of -0.518 and a probability value of 0.01 which implies a significant negative relationship between the dependent and independent variables. Since the PV of 0.000 is less than 0.05 at 5% level of significance, we then reject the null hypothesis, and conclude that there is significant negative relationship between educational qualifications-based recruitment and selection and effectiveness of public enterprises in Rivers State. Non-adherence to the requirements stipulating recruitment and selection of candidates based on their educational qualifications has negative effects on the quality of effectiveness of public enterprises in the study area. The implication of the above result is that public enterprises in Rivers State downplay the educational requirements in the recruitment and selection of workers and this affects the effectiveness of public enterprises in Rivers State. This is further explained by the result of the data presented in Tables 32 to 39 above.

Effects of Educational Qualification-Based Recruitment and Selection on job performance among workers in Public enterprises in Rivers State

Objective four sought to determine the effects of educational based recruitment and selection on effectiveness of public enterprises in Rivers State. As such, data was collected and analysed in using frequency distribution tables while hypothesis was empirically tested using Pearson Product Moment Correlation Statistics. The result of the correlation analysis above shows a negative correlation value of -0.518 and a probability value of 0.00 which implies a significant negative relationship between the dependent and independent variables. In view of the result, we therefore reject the null hypothesis and conclude that there is significant but negative relationship between educational qualifications-based recruitment and selection and effectiveness of public enterprises in Rivers State. Non-adherence to the requirements stipulating recruitment and selection of candidates based on their educational qualifications has negative effects on the quality of effectiveness of public enterprises in the study area. The implication of the above result is that public enterprises in Rivers State downplay the educational requirements in the recruitment and selection of workers and this affects the effectiveness of public enterprises in Rivers State. This is further explained by the result of the data presented in Tables 32 to 39.

Data presented in Table 32 sought to determine whether there are standard educational requirements for recruitment selection of workers into Public Enterprises in Rivers. From the table, it was observed that 150 (46.6%) strongly agreed, 101 (31.4%) agreed, 41 (12.7%) disagreed, 30 (9.3%) strongly disagreed. This means that there are standard educational requirements for recruitment selection of workers into Public Enterprises in Rivers. More so, Table 33 aimed to ascertain whether each position is matched with requisite education requirement necessary for effective job performance by candidates in Public Enterprises in Rivers State. The result from the

table above, observed that 164 (50.9%) strongly agreed, 89 (27.6%) agreed, 41 (12.7%) disagreed, 28 (8.7%) strongly disagreed. This means that each position is matched with requisite education requirement necessary for effective job performance by candidates in Public Enterprises in Rivers State. Table 34 further determined whether recruitment and selection of candidates are oftentimes not strictly based on merit by meeting stipulated educational requirements. From the data analysed, it was revealed that 142 (44.1%) strongly agreed, 111 (34.5%) agreed, 41 (12.7%) disagreed, 28 (8.7%) strongly disagreed. This means that recruitment and selection of candidates are oftentimes not strictly based on merit by meeting stipulated educational requirements. By implication, certain candidates without the requisite educational qualification are oftentimes not qualified in selection processes as revealed in Table 35 where 121 (37.6%) strongly agreed, 109 (33.9%) agreed, 59 (18.3%) disagreed, 33 (10.2%) strongly disagreed. This means that certain candidates without the requisite educational qualification are oftentimes not disqualified in selection processes.

CONCLUSION

The study has linked this to non-adherence to recruitment and selection requirements, in the course of employing people to man the affairs of these establishments. Some of the major requirements which are often undermined include, competence, experience, educational qualifications and aptitude test. In practice what is found to be given much consideration in the appointment of persons into public enterprises is federal character principle, quota system, executive order, ethnicity, political patronage and connections, etc. These vices combine to hinder efficient service delivery, financial profitability and the overall performance of public enterprises in Rivers state. The general impression of this is that unless these sharp and unconventional practices are tackled, public enterprises in Nigeria, especially in Rivers state will not cease from performing below the expected level.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made.

1. In order to improve the competency of staff of PEs in Rivers State, there is need to uphold merit rather than quota system. Although the federal character is meant to accommodate diverse interests, its application sacrifices qualification on the altar of mediocrity, hence the continuous appointment of incompetent job applicants in the name of adherence to the tenets of federal character principle. It is therefore, recommended that federal character principle should be abolished. All acts by political office holders which disenfranchise people from gaining employments in government establishments should be discouraged.
2. Educational qualifications should be given due attention if effective performance of task must be achieved. A situation whereby people are appointed to head sensitive board positions without taking cognizance of their educational qualifications, experience and professional knowledge should be discouraged. This has been the bane of public enterprises performance in Nigeria and Rivers State in particular.

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