

Research Article

Human Resources Management Practice and Organisational Sustainability in Government Sector in Nigeria

Ukpong, Uwem Johnson¹, Maduabuchi Chinyere Emeka², Ugwonyike Obiageri Celine³

¹Department of Management, Faculty of Management Sciences, Akwa Ibom State University, Nigeria.

^{2,3}Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, Nigeria.

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Corresponding Author:

Uwem, Ukpong Johnson, Department of Management, Faculty of Management Sciences, Akwa Ibom State University, Nigeria.

E-mail Id:

uwemjohnson5@gmail.com

Orcid Id:

<https://orcid.org/0000-0002-7549-4098>

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A B S T R A C T

The study looks at the effect of HRM practice and organisational sustainability in the Government sector in Nigeria. The use of questionnaires to collect data from a selected number of government parastatals on the influence of recruitment practice on the organisational sustainability of those institutions was adopted. The sampling technique used in this study is the purposive or convenient sampling technique. With a population size of 3059, because of its large size, the Taro-Yamane estimated formula was used to reduce the sample size to 354. The method used in collecting primary data involves the administration of research questionnaire to the selected Government Institutions in the survey as respondents. The variable in the questionnaire were measured using 5 point Likert scale. The data for the study was generated from the evaluation of the questionnaire using the statistical tool of (SPSS) (statistical package for social sciences) for window version 20) with a significant level of 0.05. The SPSS was used in the quantitative evaluation to express the regression evaluation, the correlation coefficient as well as the test statistic on the influence of recruitment plan of action, the reliability of the research instrument was done through Cronbach's Alpha, the study analysis shows a significant relationship between the variables.

Keywords: Recruitment, Commitment, Organizational Performance, Efficiency, Effectiveness, Customer Satisfaction

Introduction

Recruitment practice is a vital process for every successful organisation because having the right staff improves and sustains organisations' activities. In the operations of any organisation recruitment practice is the major function of the human resource department and recruitment practices is the first step toward creating the competitive strength of organisations Miebaka (2005). Recruitment is the process of identifying the organization needs. It

involves a systematic procurement for sourcing the best qualified candidate to arranging and interviews and requires many resource and time. The study of recruitment practice became highly imperative due in part by the dwindling activities of government activities in Nigeria and the lack of an empirically established literature on the said topic and sector. For business to survive recruitment should be given its rightful place of relevance and as such professionalism and specialization, in any organisation and not be based on

quota system, god-fatherism, man-know-man syndrome, favoritism but on best fit approach of recruitment in Nigeria as well as examining whether there is a positive influence of recruitment practice on organisational performance. The main concern of this investigation was to examine the relationship of recruitment practice on organisational sustainability in Nigeria.

The purpose of the study is to empirically establish the relationship between recruitment practice and performance of Government institutions in Nigeria with the following objectives to examine:

The relationship between recruitment practice and customer satisfaction of Government institutions in Nigeria; The relationship between recruitment practice and effectiveness of Government institutions in Nigeria and the relationship between recruitment practice and efficiency of Government institutions in Nigeria

The following research hypotheses are stated to guide the study:

H₀₁: There is no significant relationship between recruitment practice and customer satisfaction of Government institutions in Nigeria.

H₀₂: There is no significant relationship between recruitment practice and effectiveness of Government institutions in Nigeria.

H₀₃: There is no significant relationship between recruitment practice and efficiency of Government institutions in Nigeria.

Review of Literature

Recruitment Practice

Attracting candidates is essentially a matter of recognizing, assessing and utilizing the most qualified candidates. In any case, in situations where troubles in pulling in or holding candidates are being met or foreseen, it might be important to do a fundamental investigation of the components that are probably going to draw in or repulse applicants the qualities and shortcoming of the perspectives on existing workers. The investigation of qualities and shortcomings should cover such issues as the national or nearby notoriety of the organization, pay, worker advantages and working conditions, the inborn enthusiasm of the activity, security of business, chances of instruction and preparing, vocation possibilities and the area of the workplace or plant. These need to be compared with the competition so that a list of what are, in effect, selling point, can be drawn up as in marketing exercise, in which the preferences of potential customers are compared with the features of the product so that those aspects that are likely to provide the most appeal to the customers can be emphasized. The analysis can show where the organisation needs to improve as an employer if it is to attract more or better candidates and

retain those selected. It is necessary to establish how many jobs have to be filled and by whom. Then turn to an existing role profile and person specification or, if not available or out of date, draw up new ones that set out information on responsibilities and competency requirements (Armstrong, 2009).

Recruitment Process Outsourcing (RPO) is the term used when an organization commissions a provider to take responsibility for the end-to-end delivery of the recruitment process covering all vacancies or a selection of them. This involves liaising with hiring managers to define requirements and specifications, deciding on the best ways attract candidates, processing applications and setting up and facilitating interviews. Some companies do not hand over all recruitment, using RPO only high-volume vacancies and retaining responsibility for senior and specialist jobs.

Recruitment is a fundamental procedure for each effective organisation on the grounds that having the correct staff improves and continues authoritative execution of the organizational activities. The effect of an organisations' choice framework impact main concern operational results, for example, efficiency and effective related execution a fantasy for any organisation. In the tasks of any organisation, recruitment and selection is the significant capacity of the human resource management division and recruitment process is the initial move towards making the focused quality of organisation. Recruitment process includes a deliberate methodology for sourcing the possibility to organizing and leading the meetings and requires numerous assets and time. In like manner, Recruitment and selection are considered as the procedures by which organisation request, contact and intrigue potential workers and afterward set up whether it is suitable to place any of them within the organisation, Boxall et al (2003). Recruitment and selection are the two periods of the business procedure yet there is a contrast between the two. The recruitment is the way toward scanning the possibility for work and invigorating them to go after positions in the organisation while selection includes the arrangement of steps by which the competitors are screened for picking the most reasonable people for empty posts (Johnson et al 2018). Following up is likewise significant as methods for keeping an eye on the determination strategy. On the off chance that by any possibility a maverick can be credited to various causes, for instance lacking individual determination, poor sourcing of competitors, powerless promoting, poor talking strategies, unseemly or discredited tests, or preference with respect to the selector. Additionally, the essential reason for enlistments is to make an ability pool of contender to empower the choice of best possibility for the association, by drawing in an ever increasing number of representatives to apply in the association while the fundamental motivation behind choice procedure is to pick the correct possibility to fill the different

situations in the organisation. The enrollment procedure is promptly trailed by the determination procedure, which is the last meetings and the basic leadership, passing on the choice and the arrangement customs. Recruiting is seen as a “positive process of generating a pool of candidates by reaching the right audience, suitable to fill the vacancy” (Armstrong, 1987). On the other hand, he stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring and evaluating information about candidates’ qualifications for specified positions. Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Enrollment of applicants is the capacity going before the determination, which makes a pool of planned workers for the organization so the board can choose the correct contender for the correct activity from this pool. The principle goal of the enrollment procedure is to speed up the determination procedure.

In this manner, organization utilize these practices to improve the probability of employing people who have the correct aptitudes and capacities to be effective in the objective occupation and better enlistment and determination techniques bring about improved, authoritative results. The more adequately associations enlist and choose up-and-comers, the more probable they are to enlist and hold fulfilled representatives. Also, the adequacy of an organization’s determination framework can impact primary concern business results, for example, efficiency and money related execution. Subsequently, putting resources into the advancement of a thorough and legitimate determination framework is cash all around expenditure.

Enlistment and Selection are indispensable procedures for an effective organization, having the correct staff can “improve and support hierarchical execution” (Miebaka, 2005). The fundamental reason for enrollments and determination is to make an ability pool of contender to empower the choice of best possibility for the organization, by drawing in an ever increasing number of representatives to apply in the organization just as to pick the correct contender to fill the different situations in the organization which procedure must be founded on legitimacy or specialized skill.

The thought that individuals ought to be viewed as resources as opposed to variable expenses, at the end of the day treated as human capital, was initially best in class by Beer et al (1984). Human resource management philosophy, as mentioned by Legge (1995), holds that “human resources are valuable and a source of competitive advantage”. Armstrong and Baron (2002) noted that: “people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interest of the employing

organisation, are now recognized as “making a significant contribution to organisational success and as constituting a major source of competitive advantage”.

Organizational Sustainability

Organisational sustainability can be seen in relation to commitment of the workers within the organisation; a comment frequently made about the concept of commitment is that it is too simplistic in adopting a unitary frame of reference; in other words, it assumes unrealistically that an organisation consists of people with shared interests. It has been suggested by people like Wood and Paine (1998), Mangham (1979) and Mintzberg (1983a) that an organisation is really a coalition of interest group where political processes are an inevitable part of everyday life. The pluralistic perspective recognizes the legitimacy of different interest and values and therefore asks the question, ‘Commitment to what?’ Thus, as Coopey and Hartley (1991) put it, ‘commitment is not an all-or-nothing affair (though many managers might like it to be) but a question of multiple or competing commitments for the individual’. Legge (1989) also raises this question in her discussion of strong culture as a key requirement of human resource management through ‘a shred set of managerially sanctioned values’. However, values concerned with performance, quality, service, equal opportunities and innovation are not necessarily wrong because they are managerial values. But it is not unreasonable to believe that pursuing a value such as innovation could work against the interest of employee by, for example, resulting in redundancies. And it would be quite reasonable for any employee encouraged to behave in accordance with a value supported by management to ask, what’s in it for me?’ it can also be argued that the imposition of management’s values on employees without their having any part to play in discussing and agreeing them is a form of coercion.

Commitment and flexibility it was pointed out by Coopey and Hartley (1991) that: ‘The problem for a unitarist notion of organisational commitment is that it foster a conformist approach which not only fails to reflect organisational reality, but can be narrowing and limiting for the organisational.’ They argue that if employees are expected and encouraged to commit themselves tightly to a single set of values and goals they will not be able to cope with the ambiguities and uncertainties that are endemic in organizational life in times of change. Conformity to imposed values will increase both resistance to change and the stress that invariably occurs when change takes place.

The concept of organisational performance is generally understood as the combination of effectiveness and efficiency. Effectiveness can be seen as the capacity of an organisation to achieve its intended goals, while efficiency compares the ratio between the resources used and the

results obtained by the organisation, without considering user satisfaction. Organizational performance is a social construction (Peter & Waterman, 1982; Kochan & Dyer, 1993) and, as such is related to the nature of organisations and their actors. Organisational performance comprises the actual output or results of an organisation as measured against its intended outputs (or goals and objectives). The term Organisational effectiveness is broader. According to Richard et al. (2009) organisational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). The term Organisational effectiveness is broader. Specialists in many fields are concerned with organisational performance including strategic planners, operations, finance, legal and organisational development. Performance is considered to be a construction (CIPS, 2008a; Purcell, *et al* 2003, 1986; Henri, 2004) and the purpose of defining this concept is to determine its properties and dimensions. The notion of performance has an abstract character and its definition is made by reference to other concepts, on which we believe that performance is built. A concept is itself an abstraction of observable or measurable facts; certain concepts are at a high level of abstraction and their explanation is achieved through other concepts, so they are called constructions (Quinn and Rohrbaugh, 1983).

Since 1950, studies in organisational theory are based on the concept of effectiveness and the terms of efficiency and performance are considered interchangeable (Venkatraman and Ramanujam, 1986), because issues related to defining, measuring and explaining them are identical (Dalton et al., 1980, Thomson and Abernethy, 2000; Henri, 2004). In addition, early studies on firms did not analyzing performance, but organisational behavior (Dalton et al., 1980), which demonstrates, on the one hand, the dynamic nature of the concept and on the other hand, all the variables related to organisational behavior.

Bourguignon (1997) definitions; assimilates performance with an "action", with a certain "behavior" (in terms of a dynamic view, meaning "to perform") and not just as a "result" (in terms of a static view). A result is nothing if considered alone, because it cannot be separated from means of its activities and objectives: performance is based on logical action stages, starting with the intention and going till the actual result.

Furthermore, we can make a distinction between "performance" and "being efficient" (Schmidt & Hunter, 1998), due to the fact that performance can be described more as a result of the past, while being efficient means to achieve the objectives in the future.

Customer Satisfaction

Consumer loyalty has been viewed as an issue that influences various organization needing giving the quick examination of the clients' requests. The consumer satisfaction is considered as the people sentiment of joy or permits dissatisfaction through the marking of the client experience. The purchaser can either be a household or outer customer. As indicated by Vanhuele and Dreze (2002), the client is the person who utilizes the administration or goods that is offered by an organization. The business includes people that direct the acquisition of administrations and goods. The consumer satisfaction centers around the nature of goods that are offered by the supervisor in the examination of the issues of notoriety, value, guarantee, administrations, highlights and exhibitions. The consumer satisfaction is an issue that is hard for the association because of the trouble in consumer satisfaction Geiger (2012). As indicated by Novella (2012), the consumer satisfaction is disintegrated by poor administrations, goods disappointment, better costs from other collaboration and different reasons. The classifications of the clients change from requesting, detached and furious clients. The client assistance requires the great client assistance. This requires the regarding of the clients' desires. The client will be disappointed when their desire isn't the one that is given in the treatment of the desires, Doney and Cannon (1997). The advantage of the consumer satisfaction is concerning the different business prerequisites. The consumer loyalty's permits the state-of-the-art criticism, benchmarking of the outcomes and the outflow of care to the clients. As indicated by Novella (1012), the fulfilled clients permit the most elevated commitment of the deals in the organization. The fulfillment for the customers gives the chance to the various people to have the option to offer devotion, advertise the participation to different clients and making of the constructive criticism Dyer and Wilkins (1991). The an excessive number of overviews and absence of regard for the security issues influences the fortune of the consumer satisfaction.

The consumer loyalty evaluation concentrated on the examination of the key issues that establish to the arrangement of the clients fulfillment. The offering of the best items doesn't ensure the fulfillment of the clients, Altman (2009) p. 10. The component of the abilities and the physical movement permits the maintenance of the unfaltering quality and consistency for the hierarchical administrations. The readiness and responsiveness of the administration to the affecting of the various changes to the organization prompts the impact of the various necessities in the arrangement of the organizations prerequisites, in consumer loyalty Duke (2001). The investigation demonstrates the open door for organizations to have the option to get by in desperate circumstances depends on the arrangement of the appraisal of the various impacts

for the administration of the organization. The client's unwaveringness guarantees the fortune of a consistent piece of the pie for the administration Geiger (2012), Le Pine and Wilcox-King (2010). The staff execution in the appraisal of the client's needs permits the improvement of the great connection for the upgrade of the general population and business, Chang (2008) p. 318. The consumer loyalty permits the great connection of general society and business in the improvement of confidence, inspiration, remuneration, conveyance of value administrations and staff preparing. The administration guarantees the arrangement of the cooperative energy that is among the representatives and administrators of the association for the accomplishment of the various exercises inside the organization Escrow (2001). The consumer loyalty model must be executed through the grasp of the consistency of direction, Harmon (2007) p. 187. The strategic vision for the organization guarantees the foundation of the consumer loyalty measures for the assignment of the authoritative assets. The foundation of the general tone of the hierarchical atmosphere permits the affirmation of the various issues that could be controlled in the arrangement of administrations, Chang (2008) p. 318. The administration of participation utilizes the vision and the crucial the business to develop the pertinent work structures for the task of errands and obligation of components Cronin and Taylor (1992). The particular of the hierarchical reason guarantees the interpretation reason for the destinations for the time, cost and execution parameters.

Efficiency

Efficiency in general describes the extent to which resources such as time, space, energy, etc. are well used for the intended task or purpose. Efficiency is concerned with the optimal production, consumption and distribution or these scarce resources Johnson et al (2018). Also, it is the organization's ability to implement its plans using the smallest possible expenditure of resources.

It is an important factor in the firm's organizational effectiveness, this being the ease and degree of success with which the organization is able to accomplish its aims. Organizational efficiency essentially denotes how well a company uses money. Nonprofit assessment organization Charity Navigator measures efficiency based on the relationship between the effectiveness of fundraisers and organizational expenditure. In publicly traded corporations, organizational efficiency lies in a company's ability to maximize profits based on capital acquired through equity and debt. Writing in *Philanthropy Journal*, analyst Chris Harris notes that Return on Investment (ROI) constitutes a good measure of organisational efficiency. For instance, if you sell company stock for \$10 per share and one year later your stock holds a value of \$20 per share your company

exhibits a high degree of inefficiency. Regularly monitoring organizational efficiency can help small businesses prevent money loss.

Effectiveness

The concept of organisational effectiveness is among the most elusive and controversial in the organisation theory literature. A major contributor to the controversy appears to be the fact that organisational effectiveness has come to be regarded by many as synonymous with goal attainment. Composition of people which formulate independent business identity for some specific purpose is commonly known as organisation and getting desired outcome within defined resource is treated as effectiveness. Organisational effectiveness is the notion of how effectual an organisation is in accomplishing the results the organisation aims to generate (Muhammad, et al, 2011). It plays an important role in accelerating organisational development (Bulent et al, 2009). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al, 2005). Organisational effectiveness is defined as the extent to which an organisation, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/or society (May et al, 1996).

The effort by Price to distill some propositions about organisational effectiveness from 50 or so empirical studies illustrates the popularity of this goal model. The indicators of effectiveness summarized by Price all could be interpreted in terms of the accomplishments of goals such as high productivity, morale, conformity, adaptiveness and institutionalization. However, most organisations generally are seeking to accomplish several different goals at the same time and the accomplishment of one of these goals often may inhibit the realization of another. For example, high productivity may well be achieved at the expense of high employee morale or low environmental pollution. Therefore, the goal model of effectiveness raises the possibility that an organisation really cannot be effective if it means attainment of all or even most of its goals. A further difficulty with the goal model is that it has limited use for comparing the relative effectiveness of different organisations, since their salient goals may differ substantially. This may be true even for organisations which seem to have similar goals, such as business firms, some of which, for example, may emphasize profit or sales growth more than others. Perrow (22) makes a useful distinction between an organisation's "official" and "operative" goals. Operative goals indicate what the organisation is really trying to accomplish, as opposed to its officially stated aims. Any assessment of the organisation's effectiveness must focus on its operative goals. Assuming that operative goals can be identified

(which may be quite difficult), they will tend to be unique to a given organisation. This, of course, would make the comparison of the effectiveness of a number of complex organizations practically impossible. Yuchtman and Seashore attempt to deal with this problem by abandoning the goal model of organisational effectiveness in favor of a "system-resources" approach.

Organisational effectiveness is seen as the "ability of the organization, in either relative or absolute terms, to exploit its environment in the acquisition of scarce and valued resources" (34, p. 898). An application of this approach to a study of 75 insurance sales agencies yielded 10 factors of organisational effectiveness related to resource procurement (29). Several of these factors were specific to the types of organisations examined or to the stage in their cycle of development. Thus this systems resources approach still does not appear to solve one major problem of the goal model - that effectiveness must be evaluated according to the type of organisation being studied. As Georgiou points out, the "commitment to a goal paradigm" may actually have retarded, rather than aided, organisational analysis. He proposes a "counter-paradigm," based on Barnard's (2) work, which would focus on the individual participants in the organisation who are "exchanging a variety of incentives and pursuing a diversity of goals" (13, p. 291). In this model an organisation's effectiveness is considered to be a function of its ability to satisfy the needs of its members by providing incentives which exceed or are perceived to exceed their contributions. On the other hand, some proponents of the goal model might still say that the satisfaction of member needs would simply be one of the organization's multiple goals. Friedlander and Pickle (12, p. 298), for example, suggest that effectiveness measures "must take into account the profitability of the organisation, the degree to which it satisfies its members and the degree to which it is of value to the larger society of which it is a part."

The Influence of Recruitment Practice on Organisational Sustainability

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organisational performance as well as lead to a more positive organisational image, recruitment and Selection are vital processes for a successful organisation, having the right staff can improve and sustain organisational performance. Additionally, powerful enrollment and choice is focal and pivotal to the fruitful working of the organization as it relies upon discovering individuals with the essential aptitudes, mastery and capabilities to convey the organization's vital targets and the capacity to make a positive commitment to the qualities and points of the organization, Sisson (1994). On

the other hand, better recruitment and selection strategies result in improved organisational outcomes. The more effectively organisations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organisation's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent Hall and Torrington (1998). Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment. Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that: The enrollment and choice of workers is essential to the working of an organization and there are convincing purposes behind hitting the nail on the head. Improper determination choices diminish authoritative adequacy, refute prize and improvement methodologies, are habitually out of line on the individual-enroll and can be upsetting for administrators who need to manage inadmissible workers. Enlisting and choice is significant for the endurance of each organization however that doesn't end there, newcomers should be created and assessed every now and then with the goal for them to be side by side with new patterns and difficulties. At the point when representatives are created it help increment their presentation and help continue the development of organizations.

Methodology

The design chosen for the study was the survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable research. The research practice is concerned with the extent of one or more variables. The study involves the use of questionnaires to collect information from a selected number of Governments Institutions on the influence of recruitment practice on the

organizational sustainability of Governments institutions in Nigeria. The sampling practice used in this study was the purposive or convenient sampling technique. This is because the characteristics of the personnel in these sectors are observable in all other institutions sector in the country. With a population size of 3059, because of its large size, the Taro-Yamane estimated formula was used to reduce the sample size to 354. The method used in collecting primary data involves the administration of research questionnaire to the selected respondents. The variables in the questionnaire were measured using a 5-point Likert scale. The data for the study was generated from the evaluation of the questionnaire using the statistical tool of (SPSS) (Statistical Package for Social Sciences) for window version 20) with a significant level of 0.05. The SPSS was used in the quantitative evaluation to express the regression evaluation, the correlation coefficient as well as the test statistic on the influence of recruitment plan of action, the reliability of the research instrument was done through Cronbach's Alpha in Table 1, The table below indicates that the dimension of the independent and dependent variables had Cronbach's Alpha value that is greater than 0.7 which is accepted as a trustworthy measure.

Test of Reliability

Table 1. Off-set of Reliability Evaluation

Variable	Cronbach's Alpha
Customer satisfaction	0.972
Effectiveness	0.973
Efficiency	0.972

Source: SPSS 20.0 Output (based on 2019 field survey data)

Table 2. Items and Scores on Recruitment

B	Recruitment	SD	D	I	A	SA	Sum	Mean
		1	2	3	4	5		Score
B1	My organization has a very strong recruitment routine.	6	21	7	171	73	278	4.02
		2.2	7.6	2.5	61.5	26.3	100%	
		6	42	21	684	365	1118	
B2	In my organization, recruitment routine is used to generate an endowment pool of candidates to aid the selection of best candidates for the organization.	11	41	5	162	59	278	3.78
		4.0	14.7	1.8	58.3	21.2	100%	
		11	82	15	628	295	1031	
B3	The recruitment practice of my organization is based on merit.	21	19	12	99	127	278	4.05
		7.6	6.8	4.3	35.6	45.7	100%	
		21	38	36	396	635	1126	
		38	81	24	432	259	834	
	Total	38	162	72	1728	1295	3295	3.95

Source: Field survey, 2019.

Research Question I

To what Degree does Recruitment affect Administrative Rendition?

Three measurement items in the research instrument, which are B1, B2 and B3 were employed to collect data on recruitment and the response and scores are presented in Table 2"

The "data in Table 2, showed that the respondents agreed to all the items on recruitment with a mean score greater than 4. Item B3 on the table shows that 81.3% of the respondents agreed that the recruitment routine in their organizations are done based on merit and it has resulted in an assimilated rendition of their organization. That is an indication that recruitment affects or influences on the rendition of Governments institutions.

Relationship between Recruitment and Customer Satisfaction

Table 3, revealed that the Pearson's product moment correlation coefficient (r) = 0.948. This value is very high, which indicates that a very strong association exists amongst recruitment and customer satisfaction. It also shows that a positive association exists amongst the two variables due to the positive sign of the correlation coefficient. This implies that a variation in recruitment will also bring about a variation in customer satisfaction in the studied institutions. The probability/ remarkable value (PV) = $0.000 < 0.05$ (extent of essentiality) therefore a remarkable association exists amongst recruitment and customer satisfaction.

Table 3. Correlations Evaluation showing the association amongst recruitment and customer satisfaction

Correlations			
		Recruitment	Customer Satisfaction
Recruitment	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	278	278
Customer satisfaction	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	278	278

** . Correlation is remarkable at the 0.01 extent (2-tailed).

Source: Survey Data, 2019.

Table 4. Correlations Evaluation showing the association amongst recruitment and effectiveness

Correlations			
		Recruitment	Effectiveness
Recruitment	Pearson Correlation	1	.917**
	Sig. (2-tailed)		.000
	N	278	278
Effectives	Pearson Correlation	.917**	1
	Sig. (2-tailed)	.000	
	N	278	278

** .Correlation is remarkable at the 0.01 extent (2-tailed).

Source: Survey Data, 2019.

Table 5. Correlations Evaluation showing the association amongst recruitment and effectiveness

Correlations			
		Recruitment	Efficiency
Recruitment	Pearson Correlation	1	.903**
	Sig. (2-tailed)		.000
	N	278	278
Efficiency	Pearson Correlation	.903**	1
	Sig. (2-tailed)	.000	
	N	278	278

** . Correlation is remarkable at the 0.01 extent (2-tailed).

Source: Survey Data, 2019.

Relationship between Recruitment and Effectiveness

Table 4, revealed that the Pearson’s product moment correlation coefficient (r) = 0.917. This value is very high, which indicate that a very strong association exists amongst recruitment and effectiveness. It also shows that a positive association exist amongst the two variables due to the positive sign of the correlation coefficient. This means that changes in recruitment will also bring about the corresponding degree of change in effectiveness in the

studied institution. The probability/ remarkable value (PV) = 0.000 < 0.05 (extent of essentiality) therefore a remarkable association exists amongst recruitment and effectiveness.

Relationship between Recruitment and Efficiency

Table revealed that the Pearson’s product moment correlation coefficient (r) = 0.903. This value is very high, which indicate that a very strong association exists amongst recruitment and efficiency. It also shows that a positive association exist amongst the two variables due to the positive sign of the correlation coefficient. By significance,

changes in recruitment will cause changes in efficiency. The probability/ remarkable value (PV) = 0.000 < 0.05 (extent of essentiality) = accept the null and conclude that there is no remarkable association.

Discussion of Findings

- There is a significant positive relationship between recruitment and customer satisfaction in Government sector in Nigeria.
- There is a positive, very strong direct relationship between recruitment and effectiveness in Governments sector in Nigeria.
- There is a positive, very strong and direct relationship between recruitment and efficiency in Government sector in Nigeria.

Conclusion

The studies revealed that recruitment practice have remarkable influence on organizational sustainability. It has been found that the performance of the Government institutions can be attributed to recruitment practice base on the results the researcher concluded that the effectiveness of enforcing recruitment practice in Government institution. The findings shows that recruitment practice have a huge impact on the performance of Government institutions. This is consistent with the research done by Johnson; Ossai & Obiageli (2019) and Johnson; Philips; Akopunwanne & Maduabuchi (2019). Recruitment base on well-defined merit and unprejudiced system developed through managerial expert options using standardized test to scrutinize the exact required attitude, skills, knowledge in potential candidates showed notable significant correlation with employee performance and perceived organizational performance. Results were similar to the findings of Holzer (1987), sets et al, (2003) Datta (2003) Singh (2004). Katou (2008) and supports the argument of Tseng et al. (2009) that identification of the right candidate with required skills to perform the job for achieving organizational performance is the output of sophisticated selection system.

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Human Resources Management Practice and Organizational Sustainability Questionnaire

Section A Demography

1. Sex - Male Female
2. Age (a) 20-30 (b) 31-40 (c) 41-50
(d) 51-60 (e) 61-70
3. Years of experience on the job
(a) 1-5 yrs (b) 6-10 yrs (c) 10-15 yrs
(d) 16-20 yrs (e) 21 and above
4. Academic Qualification
(a) No Formal Education (b) SSCE (c) HND
(d) B.Sc (e) M.Sc and above

Section B

a	Training	U O	SD 1	D 2	A 3	SA 4
5.	Organization emphasize employee training because of expected productivity					
6.	Training is a major human capital development program especially among non-managerial employees.					
7.	Due to technological changes that renders certain skills of today ineffective for tomorrow activities organization place emphasis in training and development of their employees.					
8.	Training can be sequel to be a human capital development programe which, organizations use their employee to up date on the skill they have add to acquire those they do not have.					
b	Management Development					
9	The companies should offer specific development programmes on all management levels to ensure competency human capital.					
10.	Development needs assessment must be done to dig out the deprived need of the managers regarding desired knowledge , skills and ability.					
11.	Developmental programmes must be designed in such a way to improve senior members of the organization required professional skills.					
12.	Coaching and mentoring programmes must be designed to improve on the job training for all members of staff.					
13						
c.	Organizational Sustainability Market Share					
14.	Market share is the percentage of a market defined in terms of either revenue accounted for by a specific entity.					
15.	The main advantage of using market as a measure of business performance is that it is less dependent upon macro environment variables.					

16.	Market share enables company to judge not only market growth but also trend in customs selecting among competitor.					
17	Loses in market share can signal serious long-term problems that require strategic adjustment.					
d	Profitability					
18.	Profitability is a primary measure of the overall success of a company					
19.	Test of profitability focus on measuring the adequacy of income by company to other items reported in t he financial statements.					
20.	Return on equity is a measure of profitability that relates income earned to the investment made by the company.					