

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

Musa Mohammed¹, Gambomi Goni Musa², Abdullahi Mustapha Geidam³, Musa Adamu Mahdi⁴ & Dikkuma Mohammed Ibrahim⁵

¹Department of Business Administration and Management, Mai Idris Aloomo Polytechnic Geidam, Yobe state

²Department of General Studies, Mai Idris Aloomo Polytechnic Geidam, Yobe state

³Department of Marketing, Mai Idris Aloomo Polytechnic Geidam, Yobe state

⁴Department of Public Administration, Mai Idris Aloomo Polytechnic Geidam, Yobe state

⁵Fane-fane Central Library, Mai Idris Aloomo Polytechnic, Geidam, Yobe State

*(Author E-mail: musaalidala1979@gmail.com)

Abstract

This study critically assessed the impact of poor selection interview on future performance of potential employees and organizational productivity in tertiary institutions of Yobe state, Nigeria. A multistage random sampling was being employed to select one hundred and forty (150) respondents from three (3) tertiary institutions of Yobe state. The study effectively formulated and tested two hypotheses. Data were collected through primary (questionnaires and personal interviews) and secondary sources (journals, text books and other relevant literatures). The data collected from the respondents were presented using tables and analyzed with the aid of simple percentages (%) and the hypotheses were tested using Chi-square (X^2). From the analysis of the study, the findings revealed that all the organizations were highly affected by poor selection interviews. Low productivity, high cost of training and difficulties in learning are some of the problems as a result of poor selection interviews. The study also revealed the problem of poor selection interview is common to all institutions in the State. At the end of the study, following recommendations were made. Since all the organizations were affected by poor selection interviews, there is a need to restructure and improve on their selection methods to choose appropriate candidates for job. Also Organizations can take measures to improve the situation by giving proper training to the interviewers, restructuring the interview accurately and critical investigation on the applicants through their referees and fast record that can spelt out the details of the applicant and the reasons why they are looking for the new jobs.

Key words: Poor selection, Interview, Performance, Employee, Tertiary.

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

Introduction

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 1999; Djabatey, 2012). Akin to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right caliber of candidates are identified (Walker, 2009).

Human resources is one of the most important resources that an organizations need to pay more attention, because both capital and material resources are control and manage by the employees. The personnel Department of the organization is responsible to determine who will or will not allow to enter into the organization. Personnel managers must ensure that once manpower standards are set and specification identified, the process of selection placement including promotion, demotion and transfer can operate on a sound footing. As vacancies continue to increase, a standard procedure must be design to appoint the most suitable applicant to occupy the position. Despite these features, we continue to advocate a more reciprocal approach to employment decision making which is increasingly being accepted in the belief that managers will be more effective in the staffing their organization if they can bring about some

changes. The need for recruitment emanate from Departmental managers who would notify the personnel manager or personnel Department in writing. (Aminu, 1996). The personnel manager will write back to the departmental manager requesting them to forward to his office the job description and job specification for the vacant post so as to enable personnel department place an advertisement. The purpose is to ensure that the right person selected for the job.

Selection is among the major functions of human resource department and as well an important first step towards creating the competitive strength and the strategic advantage for the organization. Searching for, and obtaining potential job candidates in sufficient numbers and quality and at the right cost is the best way for organization to get the most appropriate people to fill its job positions.

The steps involved in selection process vary from organization to organization and from individual to Individual. The number of steps in selection process and their sequence do not only vary with companies but also with the type and the level of the job, the cost of administering the selection procedures of the job, effectiveness of individual steps in the procedure of eliminating unqualified candidate and feasibility of the whole selection programmed within the context of organizational environment .Also information concerning the probable success or failure of the job applicant is important and comes first because the applicant who fail to meet the basic requirement may rejected as early as possible. (Cumming, 1968).

It has been observed that many factors contribute to the poor performance of employees in an organization and one of such problem is poor selection-interview. It is a problem because where there is poor selection interview, the applicant reality cannot be identify which will eventually lead to employment of inappropriate applicant that cannot performs their responsibilities and that

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

affect the organization's performance and productivity. It is regrettably, many organizations in Nigeria ignore standard selection programmes, this makes selection of personnel inundated with myriad of unethical practices; bias, discrimination and favouritism. It is obvious that hiring someone who does not fit into a particular job or who does not suit the culture of the organization may bring about disciplinary problems, disputes, absenteeism, high labour turnover, fraud, poor service delivery to customers, suppressed creativity, innovations and learning, inability to cope with new challenges or changes, non-competitiveness, poor quality production, waste of organization's money, time and other valuable resources. All these may culminate to low level of organizational productivity. It is against the backdrop of the above vexing problems, that this study was designed.

The main objective of this study is to critically assess the impact of poor selection interview on future performance of potential employee and organizational productivity in tertiary institutions in Yobe state, Nigeria; while the specific objectives are: To determine the extent to which poor selection-interview affects the future performance of potential employees and organizational productivity in tertiary institutions in Yobe state, Nigeria and to examine the relevant problems due to poor selection-interviews in tertiary institutions in Yobe state, Nigeria.

While the research hypothesis to be tested are:

H_{o1}: Poor selection interview is not the causes of poor performance of employees' and organizational Productivity in tertiary institutions in Yobe state, Nigeria.

H_{o2}: There are no relevant problems due to poor selection-interviews in tertiary institutions in Yobe state, Nigeria.

Review of Related Literatures

This part of the research is concern with the review of relevant literature of the impact of poor selection interview on future performance of potential employee and organizational productivity. Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

According to Aphu (2018) in his study were he investigates the impact of recruitment and selection criteria on performance using GN Bank, Accra Ghana as point of convergence. The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents uncovered that recruitment and selection criteria have significant effect on organization's performance ($X^2 = 35.723$; $df = 3$; $p < 0.05$). The more objective the recruitment and selection criteria, the better the organization's performance ($X^2 = 20.007$; $df = 4$; $p < 0.05$). In study he put candidates under meticulous check cum scrutiny so as to conceive an organizational palatability as the after-effect.

In the study the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos Nigeria as focal point. Were the analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents revealed that recruitment and selection criteria have significant effect on organization's performance ($X^2 = 35.723$; $df =$

3; $p < 0.05$). The more objective the recruitment and selection criteria, the better the organization's performance ($X^2 = 20.007$; $df = 4$; $p < 0.05$) (Ekwoaba, Ikeije & Ufoma, 2015).

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999).

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Henry and Teixeira (2002) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved .

Selection is one of the most difficult procedures of recruitment due to interest and conflict of interest. The conflict of interest may not be unconnected with the socio-cultural factors in the developing countries. While search for perfect method of continues, in its absence personnel managers continue to

use a variety of imperfect method to aid the task of predicting which applicant will be most successful in meeting the demands of the job (Torrington and Hall 1991).

Adil & Javed (2021) in their study the Impact of Recruitment and Selection Practices on Employee Performance were the human resources of an organization are one of the most pivotal assets of the organization, which defines the success and the failure of the organization. This study provides evidence for the impact of human resource practices related to recruitment and selection on staff performance and prove that underachievement or non-satisfaction can be a result of wrong recruitment and selection criteria. This study is based on Jeddah, Saudi Arabia, where 20 respondents were inquired for regarding how recruitment and selection process of the organization impacts their performance. The findings of the study elucidate a correlation between the recruitment and selection practices and its impact on the employee performance. The obtained result highlighted that small or medium scale organizations needs to focus on defining the recruitment and selection process in details for right candidate, for the right work at the right place can be hired. This lead employee satisfies their job, increasing the motivation to perform better and benefiting the organization in gaining competitive edge in the industry.

In countries like Nigeria, in most cases qualified candidate may be rejected and the least qualified candidate be selected due to a number of some reasons. Among the reasons are quota system and equal opportunity especially in public services. Aminu (1996).

Personnel managers normally exhibit their talent during recruitment and selection through the construction of selection procedures, short listing and interviewing candidate and the instrument of administrative control over the decision of who to employ. Plumbley. (1985)

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

Selection Process

According to Lawal (1993) Selection is a process of gathering information about applicants for a position and using that information to choose the most appropriate applicant. Process of selection emanates from departmental managers who would notify the personnel Department in writing. The personnel manager will write back to the Departmental manager requesting them to forward to his office the job description and job specification for the vacant post so as to enable personnel Department to place an advertisement. The purpose is to ensure that the right person is selected for the job. Morgan (1973).

Selection Instrument

The number and types of selection methods used to separate applicants into various categories according to their acceptability vary from organization to organization, and from vacancy to vacancy. The longer the organizational chart, the longer the selection process and the longer it takes to dismiss an employee.

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Henry and Teixeira (2002) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved. In other words a good selection programme is important due to the following reasons are; Applicant who has been selected carefully through a good selection method tends to learn the job easier; The applicant tends to be more productive and happier in their job and a good

selection programme reduces the cost of training and development. (Ayodele and Sunday 2009).

Selection Methods

A number of selection methods do exist in order to have fair employment through selection methods a combination of two or more methods are used and the choice of these is depend upon a number of factors which include; selection criteria, acceptability and appropriateness of the selection methods, abilities of the potential employee, administrative convenience, time factor, accuracy and cost.

Selection methods are sometime called selection tools. The selection method or instruments used in recruitment of applicant in most organizations are: (Walker 1980).

Application Letter

Every applicant is expected to send to the organization he/she desires to work, a written application to give some factual information such as the applicant's Education, working experience and personal history are stated. Such application are usually sent along with the resumes of the applicant's .A resume is a few page summary of the applicant's background and qualification, previous job experience, life objectives and other information that may be useful in assessing an individual's ability to on a job.

Employment Test

Tests administered on a job candidates usually focus on aptitudes, skills, abilities or knowledge relevant to the job that are performs. Most of the tests are conducted for fresh graduates who have no previous working experience, but not for management level. Employment test is an instrument that involves an individual taking a written test or examination in order to get a job. The issue of using test as a selection instrument is

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

controversial in the sense that those favor test are of the view that there is unreliability in interview as a predictor of performance. Rather test has the potentiality of being accurate and objective. Therefore in order to be employ, applicant are expected to pass up to certain grade depending on the standard set out the organization.

Interview

This is perhaps the most widely used selection technique. Applicants are usually interviewed by a member of personnel Department and representative (s) of the Department he/she will be working. For higher level jobs, the applicant may have a discussion with the Managing Director. The interview session provide opportunity for the applicant and the firms to know more of each other this stage of selection process is the most biased stage where, discrimination, favoritism, and other negative virtues can be most experienced and exercised. However, some of the problems associated with this stage can be better addressed through having highly trained and experienced interviewers and using of structured interviews.

Types of Interview:

1. **Biographic Interview:** This type of interview requires complete and a whole history of the applicant such as name in full, address, sex, qualification, religion, marital status and referees etc. Biographic interview is mostly done to verify the content of what a candidate filled in his applicant blank.
2. **Stress Interview:** This type of interview showing how an applicant can sustain a lot of pressure. At times interviewer will deliberately subject the applicant to questions that are irrelevant to the interview or will put an embarrassing or unexpected questions to the applicant which may not even relevant to the job to

be performed so as to determine his/her ability to resist pressure. Stress interview is a useful method for the selection of potential employees who will be placed on jobs where resistance to pressure and stress is important.

3. **Problem Solving Interview:** In problem solving interview, the interviewer always make hypothetical assumptions and ask the applicant to comment. It is some time called situational interview. The applicant is expected to imagine if he were in the position, what will be his suggestions or comment. This type of interview is meant for applicant aspiring for managerial position.
4. **Depth Interview:** In a depth interview, the interviewer frame his questions in all aspect of the applicant life that is very much related to the employment. The applicant is expected to answer all questions in depth so as to enable the interviewer to evaluate the candidate.
5. **Group Interview:** Group interview as the name implied is a group of four to six applicants are allowed to enter an interview room in order to be interviewed by the interviewers. This type of interview allow the candidates to express their feeling toward a particular question or the interviewers would allow the candidates to either agree or disagree with the first candidate as he answer the question. In most cases the interviewees in group interview are company executives and interviewees are interviewed for the position of management trainees.
6. **Panel Interview:** in panel interview, only one candidate is to appear in the interview room to

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

answer questions that will be asked by a number of interviewers. This method of is called panel or board because the interviewers are many in numbers depend on the choice of the organization and only one candidate is called into the interview room one after another. Panel interview is the most popular method of interview in most developing countries.

7. Telephone Interview: It is an interview that is done by telephone. The interviewer arranged with the interviewee a specific time within which to reserve a phone call from the interviewer for the purpose of the interview. In telephone interview, the interviewer normally set a standard questions which he will like to ask the interviewee. This is normally said to a predetermined question. Telephone interview in most case are conducted to candidates applying for managerial post and the candidates are sometime already known to the interviewers due to the position they are holding or might have hold. The interview is conducted via telephone due to in ability to the interviewee to get chance to attend face to face dialogue.

References

Usually, a job is ask to supply the names of references, that is, the people who can verify back ground information and provide personal evaluation of the candidates. Naturally, applicants tend to list only those people who are likely to say good things about them. This personal evaluation obtained from references may not be of much value. Therefore, most organization now investigate candidate's work record, school record and the reason why an applicant choose to leave his former job.

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

Medical Check List

Medical examination is important to substantiate that an applicant is in good health, and to examine candidate physically.

Methodology

Research Design

The survey focused on the Academics and Non academics staffs of the three institutions of higher learning in Yobe state Nigeria namely Mai Idris Alooma Polytechnic Geidam, Umar Suleiman College of education Gashu'a and Federal College of Education (Technical) Potiskum which forms the population of this study. Necessary data were collected to ascertain the extent of the effects of poor selection interview on future performance of potential employee and organizational productivity. To achieve the objectives of the study, primary source of data was employed. The primary source of data was based on the use of Questionnaire distributed and collected from the Academics and Non academics staffs of the above mentioned institutions. The target population of study was all Academics and Non academics of the above mentioned institutions. Since it is not possible to study the entire Population, a sample of 50 respondents was randomly selected and Administered questionnaire from the institutions studied. The sampling technique used for this study was stratified random sampling technique in selecting the Sample for empirical examination. The questionnaire was designed in such a way that alternatives were provided for the respondents to choose from and opinions were expected to be expressed. In the questionnaire, the Likert scale measurement of variables was used; this requires the respondents to indicate a degree of agreement or disagreement. A non-parametric statistics (Chi-square) was employed in testing the hypothesis.

Study Population and Sampling Procedures

A population of the study includes all academic and non-academic staffs of the three (3) tertiary institutions selected in Yobe state, Nigeria namely; Mai Idris Aloomo Polytechnic Geidam, Umar Suleiman College of education Gashu'a and Federal College of Education (Technical) Potiskum. The researchers used simple random sampling method for both school and staffs. The sample will draw from three (3) tertiary institutions in Yobe state, Nigeria as mentioned above. A sample of one hundred and twenty (120) staffs (both academic and non-academic) were drawn from the institutions randomly.

Data Analysis and Presentation

To make the work simple and easily understandable for both public and private users, the researcher used descriptive statistics in a tabular form to present and analyze the data collected through the questionnaire. A non-parametric statistics (Chi-square) was employed in testing the hypothesis.

The first table will use to analyze personal data of the respondent while the remaining tables are used to analyze the real research work

Table 1 Personal Data

Gender:	Frequency	Percentages (%)
Male	84	77.09
Female	25	22.91
Total	109	100
Age:		
30-40	11	10.09
40-50	46	42.20
50 and above	43	39.45
Total	109	100
Marital status:		
Married	95	87.11
Single	9	8.21
Widow	3	2.71
Divorced	2	1.83
Total	109	100
Cadre:		
Academic	43	39.45
Non academic	66	60.55
Total	109	100
Qualifications:		
PhD	22	20.18
MSC/ MA/MED	67	61.46
BA/BSC/BTECH/BED/HND	21	19.26
Total	109	100

Source: Field survey, (2022).

Above table shows that 77.09% Of the Respondents are male while 29.91% are female. It also revealed that 10.09% of the respondents are between the ages of 30-40, 42.20% are between the age of 40-50 while the

remaining 39.45% are of 50 years and above. About 87.11% of the respondents are married, 8.21% are single, 2.71% are widows while the remaining percentage (1.83%) is divorced. 4039.45% of the respondents are academic

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

staffs and the remaining 60.55% are non-academic staffs. 20.18% of the respondents are PhD holders, and 61.46% are master's degree

holders while 19.26% of the respondents are holders of bachelor degrees.

Table 2 Impact of Poor selection interviews the main causes of poor performance of potential employees and organizational:

Responses	Frequency	Percentages (%)
Agree	85	60.72
Strongly agree	44	31.4
Neutral	7	5
Disagree	4	2.86
Strongly disagree	0	0
Total	140	100

Source: Field survey, (2022).

Above table shows that 60.72% of the respondents agreed that poor selection interview is highly affected both employees and institutional performance of their organizations, 31.4% are strongly agreed that it affects the organizational productivity as well as employees performance in their institutions. 5% remain

undecided While 2.8% of the respondents disagreed to the statement. While looking at whole, majority of the respondents believed that poor selection interview have affected their institutional productivity and employees performance.

Table 3 Low productivity, High cost of training and Difficulties in learning problems:

Responses	Frequency	Percentages (%)
Agree	87	62.1
Strongly agree	40	28.51
Neutral	11	7.81
Disagree	2	1.4
Strongly disagree	0	0
Total	140	100

Source: Field survey, (2022).

From the table above, it is clearly indicated that 62.1% of the respondents agree that the above mention are relevant problem of poor selection-interviews, 28.5% are strongly agreed to the statement, 7.81 remained undecided. While 1.4% disagreed to it. Therefore, it is concluded that low productivity, high cost of training, difficulties of learning are some the problems that lead to poor performance of employees and organizations in Yobe State, Nigeria.

Chi-square (χ^2) statistical tool was used for testing the hypotheses of this research work for the primary data collected. The formula for calculating chi-square (χ^2) is stated as follows:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

E

Where O is the observed frequency, E is the expected frequency.

Hypothesis 1

Tests of Hypotheses

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

H_{o1} : Poor selection interview is not the causes of poor performance of employees' and organizational Productivity in tertiary institutions in Yobe state, Nigeria.

Table 4 Test of Hypothesis 1

Respondent view	Observed O	Expected E	Residual (O – E)	(O – E) ²	(O – E) ² E
Strongly Agree	85	28.00	57.00	3,249.00	116.036
Agree	44	28.00	16.00	256.00	5.818
Neutral	7	28.00	- 21.00	441.00	15.750
Disagree	4	28.00	- 24.00	576.00	20.571
Strongly Disagree	-	28.00	- 28.00	784.00	28.00
Total	140	140.00			186.175

Source: Computed from data, 2022.

Calculated Chi-square (X²) = 186.175

Degree of freedom (d.o.f) = n - 1 Therefore, d.o.f = 5 - 1 = 4

Tabulated (X²) at 0.05% level of significance for 4 degrees of freedom is 9.488

Decision: Since the calculated Chi–square is greater than the tabulated, the null hypothesis (H₀) is rejected and the alternative (H₁) is accepted. Consequently, this indicated that the impact Poor selection interviews is the main causes of poor of performance of potential employees and organizational productivity of

institution of higher learning in Yobe state Nigeria.

Hypothesis 2

H_{o2} : There are no relevant problems due to poor selection-interviews in tertiary institutions in Yobe state, Nigeria.

Table 5 Test of Hypothesis 2

Respondent View	Observed O	Expected E	Residual(O – E)	(O – E) ²	(O – E) ² E
Strongly Agree	87	28.00	59.00	34.81.00	124.321
Agree	40	28.00	12.00	144.00	5.143
Neutral	11	28.00	- 17.00	289.00	10.321
Disagree	2	28.00	- 26.00	676.00	24.143
Strongly Disagree	-	28.00	- 28.00	784.00	28.000
Total	140	140.0			191.728

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

Source: Computed from data, 2022.

Calculated Chi-square (X^2) = 191.928 Degree of freedom (d.o.f) = $n - 1$

Where n is number of rows Therefore, $d.o.f = 5 - 1 = 4$

Tabulated X at 0.05% level of significance for 4 degrees of freedom is 9.488

Decision: Since the calculated Chi-square is greater than the tabulated, the null hypothesis (H_0) is rejected and the alternative (H_1) is accepted. Thus, this indicates that Low productivity, High cost of training and Difficulties in learning are some of the most relevant problems that affect selection-interviews in tertiary institutions that lead to poor performance of employees and organizations in Yobe State, Nigeria.

Discussion of the Findings

The findings of this study is in tandem with existing information in the literature that recruitment and selection criteria have significant effect on organization's performance. Huselid (1995) observed that recruitment and selection criteria have significant organizational performance effect due to the provision of large pool of qualified applicants: paired with a reliable and valid selection it has a substantial influence over the quality and type of skills new employees possess. Similarly, Gamage (2014) noted that the recruitment and selection practices will determine who is hired, shapes employee behaviour and attitude. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. According to Rauf (2007) Terpstra and Rozell (1993) there is a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures, organisations performance and firm profits. Rauf (2007) further concurred that sophisticated recruitment and selection procedures are positively related to performance in organizations. Accordingly,

Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

Conclusion

Selection is the process of choosing an appropriate candidate to fill the vacancies existing in an organization. The need for an employee emanate from departmental manager would notify the personnel department in written. The personnel department will communicate back to the departmental manager requesting them to describe the job in details so as to place an advertisement for the post. Properly scheduled and conducted inter views is important to the fact that carefully selected employee tends to learn the job more easier, he/she may enhance the overall productivity of organization and reduces the cost of training and development. The appropriate tools or methods to be adopted by an organization while recruiting new employees include the following, employment application, interview, reference and medical and physical check list.

Recommendations

The study suggest these recommendations base on the findings of the study; That all organization should incorporate selection methods appropriately so as to avoid choosing in appropriate candidate for a job; Since the problem is common to all organizations, this research work will serves as a way forward for their problem; Organizations can take measures to improve the situation by giving proper training to the interviewers,

Impact of Poor Selection Interview On Future Performance of Potential Employee and Organizational Productivity in Tertiary Institutions in Yobe State, Nigeria

restructuring the interview accurately and critical investigation on the applicants through their referees and fast record that can spelt out the details of the applicant and the reasons why he is looking at the new job and furthermore Organizations should try as much as possible to avoid the effect of quota system by inviting as much as many applicant from available quotas within the environment.

References

- Adil, S. B. & Javed, U. (2021). The Impact of Recruitment and Selection Practices on Employee Performance; *Palarch's Journal of Archaeology of Egypt/Egyptology*, 18(14), 251-260. ISSN 1567-214x.
- Aphu, E. S. (2018). The Impact of Recruitment and Selection Criteria on Organizational Performance. GN Bank, Greater Accra Region of Ghana as the Mirror; *Journal of Public Administration and Governance*; ISSN 2161-7104 2018, Vol. 8, No. 3. <http://jpag.macrothink.org> 283.
- Aminu, A. A. (1996). "Personnel Management: Salone Psycho-Educational services Maiduguri.
- Ayodele I. O. & Sunday A. E. (2009). *Essential of Management*, Enykon consult, Yaba Lagos, Nigeria.
- Bacon, N., & Hoque, K. (2005). HRM in the SME sector: Valuable employees and coercive networks. *The International Journal of Human Resource Management*, 16 (11): 1976-1999.
- Barber, A., Wesson, M., Roberson, Q. & Taylor, S. (1999). A tale of two job markets: Organisational size and its effects on hiring practices and job search behaviour. *Personnel Psychology*, 52(4):841-867.
- Cumming, M. (1968). *Principle and Practice of Personnel Management*. McGraw Hill.
- Djabatey, E. N. (2012). Recruitment and selection practices of organizations: A case study of HFC Bank (GH) Ltd. Unpublished thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, Ghana.
- Ekwoaba, J. O., Ikeije, U. U. & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance; *Global Journal of Human Resource Management*, Vol.3, No.2, pp.22-33, March 2015, European Centre for Research Training and Development UK (www.eajournals.org), ISSN 2053-5686(Print), ISSN 2053-5694(Online).
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52.
- Lawal A. A. (1993). *Management in process*. Abdul Industrial enterprise, Lagos, Nigeria.
- Lewis, C. (1985). *Employee Selection*. London: Hutchinson.
- Morgan, S. (1990). *Personnel Management*. McGraw Hill, Kogakusha.
- Mullins, J. L. (1999). *Management and organizational behavior*. London: Prentice Hall.
- Ofori, D. & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3):45-60.

- Osemeke, M. (2012). The impact of human resource management practices on organizational performance: A study of Guinness Nigeria Plc. *International Journal of Arts and Humanities*, 1 (1), 79-94.
- Opatha, H.H.D.N.P. (2010). Human resource management. Colombo: Author published.
- Plumbley, R. (1985). *Recruitment and Selection*; 4th edition, Institute of Personnel Management, London, UK.
- Rauf, M. A. (2007). *HRM sophistication and SME performance: A case of readymade garment manufacturers and exporters in Lahore*. Pakistan Report, London: HMS
- Teixeira, A. (2002). On the link between human capital and firm performance; A theoretical and empirical survey.
- FEP Working Paper no. 121, November, p.1-38.
- Terpstra, E. D. & Rozell, J. E. (1993). The relationship of staffing practices to organizational level measures of performance. *Personnel Psychology*, 46(1). 27– 48.
- Torrington, D. & Hall, L. (1991). *Personnel Management. A New Approach*; 2nd edition, Prentice Hall International, (UK) Ltd.
- Walker, J. W. (1980). *Human resource planning*. McGraw Hill; New York, USA.
- Yolakwu, P. O. (2002). *Fundamentals of Management*. Peak Publishers; Lagos, Nigeria