

# The Selection Process: Its Impact on the Organization

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## Abstract

The research study focused on the selection process and its impact on the organization. Man remains the most valuable asset in the organization compared to money and material as well as machine used for production. The study views the employee and employer expectations during the selection process using Vroom's expectancy theory. The researcher also developed some expectation concepts that may exist between both parties during the selection process. The use of random sampling was adopted and an online survey was designed and shared online via social media to gather responses in which 46 responses were received and analyzed using paired sample t-test to measure the correlation that exists among the variables selected in the research work with the aid of SPSS v.20. The research shows that the HR interview panel has a role in influencing employee selection process, lack of professionalism may have a negative effect during the selection process on the organization and also questions as to previous salaries may lead to employee giving false information.

**Keywords:** Employer, Employee, Human Resources, Expectancy, Theory, Selection, Recruitment, Organization, Goals and Objectives, Employee turnover, Skills, Professionalism, Staffing, Standards.

## 1.0 Introduction

The selection process in an organization remains the work of the HR department. This department comprises of individuals who are professionals in their various chosen fields, most importantly with the passion to cater for the needs of employees and to be employees of an organization.

The HR department remains a very important unit within the administrative chain, it remains a formidable unit through which the organization achieves its corporate objectives. According to Malik, Danish & Munir (2012), the basic purpose of the human resource and labour management is to enhance the confidence or to improve the employee's attitude towards job in a well manner.

The success and failure of an organization starts from the interview process one which must not be ignored. There are various literature on this subject of discourse but most have not been really able to explore the views of the applicants during the selection process. The essence of communication must not be undermined one which in the chain of transmission requires a feedback. This research study examined the selection process within the organization from both angles i.e. the interviewer and the interviewee.

The process of selecting relevant applicants to fill a vacant position within an organization comes with its cost one which may be financial and non-financial which also has attached to it its rewards and loss. Most times the loss can be more damaging if the right people are not available to fill significant positions within the organization. Selecting an applicant has attached to it so many factors of which are the qualification, years of experience, the skill as well as the compensation. It should be understood that different classes of individuals employed on a job should have something distinct to contribute to the organization, one which may be spotted in the course of the interview. A wrong perception of individuals may cost the company to lose such applicants. According to the HR guide on personnel selection and methods, it is expected that interviewers must be trained to avoid asking questions which are unrelated to the job, avoid making quick decisions about applicants, avoid stereotyping applicants, avoid giving much weight to individual characteristics, try as much as possible to put the applicant at ease during the interview which is quite essential for easy flow during questions, establish a clear communication with the applicant and maintain consistency in questions being asked.

It is a common factor these days most especially in some organizations where the recruitment process has attached to it some conditions or barriers that are quite discriminatory. These barriers or discrimination ranges from Age, disabilities, religion, marital status, beliefs, as well as other factors as decided upon by the organization or her officers. Over the years the center of focus have been the conduct of the applicants at the job interview which must be seen in a positive image but not on how the HR sees and absorb the differences most of which is presumably on character, ideology, level of exposure, belief etc. on the first day of the interview. The body language may be misread and there may exist a communication gap in the process based on the assertions of the respondents and the way in which the assertions are being accepted. These may either be taken lightly or hard by the interview panel depending, but the organization must ensure it complies with the ethics of selecting a candidate good for the available position. How the process is being managed is likely to impact an interviewee's opinion of the organization and the vacancy concerned. It should be known accordingly that the interview process is a two-way process with applicants seeing a job interview as a key opportunity to assess the role and company concerned. From an employer's perspective, the job interview process represents an opportunity to promote a positive representation of the company brand, irrespective of whether the candidate is successful in his

or her application or not.

### **1.1 Scope and objectives of the Study**

The focus of this research studies is on the job selection process within organizations as it impacts on applicants during the course of selection with major focus on the importance of the human element within an organization. A cursory examination of the expectations of the organization when recruiting as well as the applicant's expectations during the process of interview which may be in consonance or in conflict with that of the organization.

The objectives of the study are highlighted below:

- i. To examine the role of the HR interview team in influencing employee selection within an organization.
- ii. To determine the effect of lack of professionalism exhibited by the interview team during selection process on the organization.
- iii. To examine the effect of asking about previous employee's salaries and giving false impressions.

### **Hypotheses**

- i. The role of the HR interview panel does not have an effect in influencing employee selection within the organization.
- ii. Lack of professionalism during the selection process by the interview panel does not have an effect on the organization
- iii. Asking employees about previous salaries does not result in employees giving false impressions.

## **2.0 Literature Review**

### **The organization as a system**

An organization in the eyes of the law remains an artificial being whose existence does not come to an end even if those who founded it are no more. It remains an entity which can sue or be sued in its name.

The organization as an entity cannot exist in isolation of the two resources i.e. human and material. According to Flood and Jackson (1991) cited in Chikere & Nwoka (2015) defined a system as a complex and highly interlinked network of parts exhibiting synergistic properties-the whole is greater than the sum of its part. These resources or interlinked network of parts (man, material, money and machine) are like blood flowing through the veins of the organization. The unavailability of these resources may bring the organization to an end. The human element brings to the fore ideas, finance and other human traits to help the organization exists, and likewise they may bring about the death of such an organization. Also, the material element in the organization is dependent on the human element to take shape or to be used for further production as a result of the human skill or creativity, professionalism, adaptability as well as intellectualism. Therefore, this makes the human element the greatest resources within an organization.

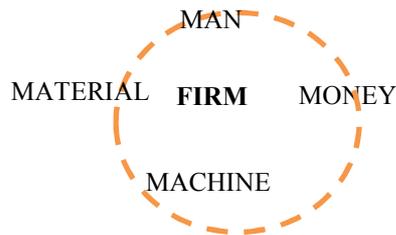
It is so sad these days that the human element is looked at with disdain within some organizations and subjected to neglect. According to human resource article (2012) as cited in Okoye & Ezejiofor (2013:251), it is unfortunate that most company's organization have neglected the development of their chief asset which is the human resource.

To date the organization as a system is highly dependent on the human element whose ability to make or mar must not be underestimated. This ability lies in the art of decision making since organizations are systems of inter-dependent human beings (Pugh, 1990 cited in Cole, 2005). Today, companies or firms like Enron and Arthur Andersen which had built great reputations in the past ended up being destroyed as a result of the decisions of the human elements within the organizations. It is the responsibility of the human resources to make decisions or exhibit a level of authority one which must never be abused. The abuse of such authority could spell a negative perception about the company in the face of the public.

The organization as a system needs the help of its human elements for planning, coordinating, controlling, forecasting, staffing, firing as well as motivating others within the organization to achieve its stated objectives. According to Abbah (2014) only few organizations believe that the employees of the organization are its main assets that can lead the organization to long-lasting success.

### **The essence of man within an organization**

In an organization there are various elements which make-up the organization. These elements are termed the 4ms of an organization which are man, money, material and machine. Each element has its role to play within an organization of which the most important is man which is the core of the subject of this study. None of this elements must be underscored but given prominence within the organization.



*The various organization elements: Drawing by Author*

### **Man**

In an order of preference, man comes first on the chain. He is the most valuable asset or element of the organization. Man within the organization has been a major subject of discourse by researchers in various literatures in the field of management & Sciences as well as in the Arts & humanities.

Man remains the human resources which according to Mwaniki & Gathanya (2015:432) is an important corporate asset and performance of organizations depends upon the way it is put in use through human resource management, which aims at ensuring that the organizations achieve success through people.

Like a steel, man needs to be forged or simply developed for the benefit of the organization. This is achieved through training, learning on the job, motivated through compensation and also helped to rise through the management cadre with the aid of promotion. According to Okoye & Ezejiolor (2013: 251) most organization does not have plans for the development of their members of staff. Once those people are recruited, the companies fail to orientate them, train them or help them to acquire modern skills or help to improve their talent as well as their educational qualifications.

The responsibilities of the organization towards its human resources must not be limited to monetary compensation but inclusive of other benefits. Prominent researchers in this field of knowledge have been able to identify the essential needs of man. One of such eminent researcher is Abraham Maslow who developed the hierarchy of needs. According to Burton (2012) Maslow believed that people are motivated to fulfill their own needs working to fulfill them from the bottom to the top in the triangular hierarchy starting from physiological need, security need, affiliation, esteem need and finally self-actualization.

People have many needs that are continuously in competition with one another. Each person has a different mixture of strength of needs, as some people are driven by achievement while others are focusing on security (Dobre, 2013). These needs are propellers that propel individuals to seek high paying organizations with the reputation in the business world. The high cost of living, the need to meet basic amenities, education and development, and a whole lot more.

### **The HR department**

The duty of the human resource department is to ensure that it hires the right candidates that are competent to fill vacant positions within the organization. According to Mwaniki & Gathanya (2015) the overall purpose of human resource management is to ensure that the organization is able to achieve success through people.

The organization needs people, not just any person or persons but individuals with the will, the charisma, the integrity, the professionalism, the intellectualism as well as the guts to help pivot the company to higher heights. It is necessary that the roles played by individuals within an organization be segregated to give improvement for responsibility and accountability. So, a unit must be in charge of the selection process. This selection process according to Onyeaghala & Hyacinth (2016) is among the major functions of human resource as well as an important first step towards creating the competitive strength and the strategic advantage for the organization.

The HRM goals according to DeCenzo and Robbins (2009) as cited in Bogatova (2017) are accomplished through the four basic operative functions of staffing, training and development, motivation and maintenance.

### **Staffing**

It is the responsibility of the human resources department to ensure that successful applicants become staff of the organization after having met the qualification. It is in the best interest of the organization to introduce into the workforce of the organization competent individuals with the zeal to improve the image of the organization as well as its goals and objectives. The human resources department serves as a link between the employer and the employee/applicant. The HR examines the records of the applicant determines if the applicant is qualified for the vacant job and employs qualified applicants without being biased.



*Source: Author's Drawing*

### **Training and development**

It is the responsibility of the human resources department of the organization to help improve the employee of

such organization. This is in the best interest of all parties involved, as it helps to build employee confidence, reduce mistakes, promote ethical standard within the organization. This training can or may be carried out within or outside of the organization. Employees can be sent to learn outside of the confines of the organization or understudy some organizations that have been successful in the industry. The employee can also be trained on some job specifics from colleagues who have handled such jobs in the past and are taking over other roles within the organization. Training of employees serves as a succession plan in times where employees are moving or taking over other roles or there is labour turnover.

### **Motivation and Maintenance**

According to Burton (2012) most employers today would like to have their employees motivated and ready to work, but do not understand what truly motivates a person.

Motivation can be financial and non-financial and it must be well understood and properly timed by the employers. Motivating an employee goes beyond financial benefits but also encouraging hard work as well as recommending or recognizing hardworking staff within the organization for top positions. This positions also come with a pay package which must not be underestimated. According to Rynes, Gerhart, and Minette (2004) pay is much more important in people's actual choices and behaviours than it is in their self-reports of what motivates them.

### **The selection process myths/its expectation**

Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to the jobs (Mwaniki & Gathenya, 2015:437).

According to Mamoon (2013:67) organization may have had the experience of hiring a person who seemed just right for the job during the interview process and then wondered why problems arose or the person "just didn't work out". It should be understood that there are so many factors which could have necessitated these problems one which could have been as a result of the selection panel's incompetency.

The selection stage which is also regarded as the interview stage is the stage where the organization needs to get it right. Getting it all wrong could be disastrous to the organization. There are various myths surrounding the selection process one borne out of expectation and the refusal to accept reality. Refusal to accept this reality do bring about what I call "artificial employee behaviour" which arises based on influence and pretense. The employee or applicant pretends to be whom he or she is not and tells the organization what the members of the interview panel would love to hear.

These sets of employees develop artificial traits or character which are alien in the true sense to their character in a normal environment. They tell the employers what they love to hear, feign competency and develop table mannerism to suit the employer. They keep-up with the dress tab, avoid criticism of the employers' idea and also succumb to the will of the employer during the interview process. Since most employers love individuals who show signs of submissiveness and dislike criticism. These set of individual end-up being part of the organization only to expose their true character in the long run. Since character is like a smoke, these sets of character like fog may envelope the organization for years without a solution. These sets of character may be damaging and may bring about irreparable lose as a result of financial misappropriation, incompetency, absconding from jobs, creating unhealthy rivalry, nursing personal objectives at the expense of the organization's etc.

The employee wants to earn more salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004 cited in Dobre, 2013). This yearning on the part of the employee may make the employee or applicant to seek out high paying organizations or give a false figure of his previous salary since the organization uses same as a bargaining tool when negotiating employee salary.

The selection process entails compliance with some certain rules of engagement considering the organization's policy and also considering the applicant or employee during the interview. This compliance with organization rules or policy are stated objectives as to the criteria required in selecting an employee looking at the age, gender, health, experience, background, qualification etc. Jack Welch once said in selecting people for a job, he seeks someone with a diverse background and experience as they are usually wired for growing people and winning teams. According to Onyeaghala & Hyacinth (2016) the success of an organization depends on the caliber of the manpower that steers their day to day affairs. When the right person is being selected, the tendency for productivity to be high or meet organization standard is imminent. In conducting an interview as a process of selecting suitable employees, the conduct of the interview is expected to take place in a relaxed and un-interruptive environment and a business like setting yet much conducive. An interview should not be turned to an interrogation as the interviewer or employer demeanour will portray the organization to the candidate and may have an effect on the candidate whether to stay or move on to another organization (Mamoon, 2013:73).

Selecting the right person does not really connote that such individual is the best person for the job. This is one of the selection process myth borne out of expectations. Individuals must learn on the job, acquire new sets of skill in the process and develop strategies by learning from others to help move the organization. Some of these skills may not necessarily be learnt in the classroom, they are learnt over years of experience in various

fields.

Sometimes it is required that employees should focus on job rotation whereby individuals move from one department to another to acquire some certain skills and to understand the process within the organization. But it is sad these days that many organizations lack the will, the professionalism and the ethics in complying with industrial standards while embracing favouritism and nepotism.

According to Onyeaghala & Hyacinth (2016) 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. This unethical practices do bring about absenteeism, disputes, disciplinary problems, fraud poor service delivery to customers, inability to cope with new challenges etc. (Onyeaghala & Hyacinth, 2016)

### **The Employer/ Employee or Applicant expectations**

Motivation is quite essential to the employees most especially salary. The remuneration remains one of the greatest expectations of an employee. He expects the employer to meet up with the industry standard on payment, help him meet up with the high cost of living as he has people who depends on him from that which he is being paid. These expectations are what I termed the “PLEASURE GUTTS.” Employers are expected to understand that employees or applicants have so many expectations one which is part of the ways of life of man. Having gone through years of education, training all which requires time and finance, the individual expects the employer to recognize the effort he as an individual has made to develop him/herself which would be of immense benefit to the organization.

Also, the employer expects so much from the employee one which is to add more value to the organization to commiserate for the salary being paid. The employer expects the employee to conform with the organization’s policies. These expectations are what I call the “GREATLESS 2SQ.” The acronyms are highlighted on the table below:

<b>EMPLOYER</b>	<b>APPLICANT</b>
Qualified	Standardized
Exceptional	Exceptional
Adaptability	Adaptability
Earning based on Scale	Earn More/Moderately
Strong Will	Promotion
Professionalism	Training & Dev.
Submissive	Listening
Subjective	Objective
Trust	Trust
Safety	Safety
Growth	Growth
Retained or Fired	Retained or Fired
Love	Understanding

*Source: Table drawing by Author*

These expectations are explained below and the parties have to understand the essence of the expectations one if mis-understood may lead to having a wrong notion about both parties or at the end lead to wrong selection of candidates for the job. The employer out of his expectations must avoid asking misleading or irrelevant questions which are not prerequisite for the job selection process. Also, asking inappropriate questions must be avoided and the right of the other party must be accorded to him/her so as to build more trust in the applicant. According to Gudorf (2008) the most commonly found inappropriate questions involve past salary levels, age, driver’s license information, citizenship information numbers as questions about past salaries are considered inadvisable.

### **The Employer Expectation**

The employer expectation is best highlighted using the “GREATLESS 2SQ” which is explained below:

#### **Growth**

The goal of every organization is to grow over time and this can only be achieved with the help of people. The employers expect the applicant coming into the organization to bring his wealth of knowledge and expertise to move the organization from what it is to something quite unique in the future. The employer needs to understand that growth doesn’t just come all of a sudden. It take years of investment, training and building the right culture in individuals. Most organizations especially in Nigeria are not patient enough in their quest for results. This is why the Human Resources Management department must be on its toes to help fit applicants in roles where they can perform well and also challenge them to develop in other areas. This can be achieved through constant training, job rotation and appreciating effort displayed in achieving results. A “thank you” “we appreciate you”

at times can be worth more than money. The Human resources department must be able to play a mediating role when employees develop a negative trait by helping to develop him and also help the individual overcome his challenges. Growth may not be immediate and this may come in a varied time which may be in the short-term or long-term.

### **Retained or Fired**

These are opposite, one of the expectations of employers is to retain or fire an employee. This often times occur when the applicant or the employee refuses to adhere to management's instructions. There are times when the head of departments may not have good relationship with a subordinate and such individual may be shown the way out.

A wrong perception of an individual's personality may cause great damage to the organization. Since the employer may be willing to retain performing employees or fire non-performing employees due care must be exercised by putting in place the right performance metrics to measure individual performance on the job. Most employers do get it wrong here and at the end the right person gets fired and the wrong person remains on the job. This also could be as a result of office politics, hatred, envy or jealousy as well as personal grudges. Since the employer has the power to determine the fate of employees in the organization, such actions if not done in line with best practices may have a disastrous effect on the performance of the organization as the employer would be left with no choice than to leave behind individuals who tells him what he wants to hear.

An individual coming into the organization can either be retained or fired it is an expectation. Some employers even before employing an individual already have it on their mind to fire such individual even if he exhibits the very best of professionalism, display high level of industry awareness and possesses good communication skill. All these qualities to the employer may be seen as show-off, arrogance, rudeness, domineering etc. Therefore, nepotism and favouritism on the part of the employer or the interviewer may be disguised as rudeness, arrogance and show off on the part of the employee thereby rejecting the individual.

### **Exceptional**

It is the dream of every employer to have on its workforce an exceptional employee who can work more effectively. The employer wants a 'machine' type of employee; someone who doesn't get tired easily, multi-tasks, work extra hours, stays overnight, delivers on time, meets targets, complains less, and follows all orders from his superior. This type of expectation cannot be found in an ideal setting. According to Gordon (2008) a global survey of HR professionals revealed that one in five businesses claim that people they recruited don't work out in the long run.

It should be understood that the employee can develop new sets of skills while on the job. This the employer can help him achieve. Managing humans within the organization is the work of the management and for employees to become outstanding, they must be trained.

### **Adaptability**

Another expectation of employer is adaptability. The employer believes that the employee should be able to adapt quickly to the organization's environment as well as working conditions. Since the employee is being paid salary, the employer believes that the employee must be able to adapt in line with the organization's policies, meet up with targets, build a quick relationship with clients and colleagues, understand the way things are being done within the organization quickly just in order to reduce the lose which may occur as a result of the inability of the employee to adapt quickly to his/her new environment. The employer can help the employee to achieve this by putting in place the right tools that will aid him in delivering on the job, introduce him to colleagues and help him to develop confidence in him or herself as adaptation may take longer time to some and to others it may be quicker.

### **Trust**

Trust is quite key in employer-employee relationship. The employer expects the employee to show some level of trust one which is quite essential for the growth of the business. This cannot be determined during the selection process until after employment and the employee is given various responsibilities one which is warped around stewardship and accountability.

Employers fear leaving their businesses in the care of individuals who do not have the right managerial skill to develop the business. They are very careful when it comes to selecting individuals with past records of financial mismanagement. This is a reason why most employers reserve that area to close associates, family members, members of the same party or religious affiliation. An employer expects a level of trust in a candidate before placing them in key financial positions within the organization. It should be noted that to achieve the objectives of the organization according to Abbah (2014:3) it requires the building of a good working environment based on the spirit of trust between the organization and the personnel.

### **Love**

The employer expects the employee to exhibit some traits of love for the organization, have a sense of reasoning for wanting to work with the organization and also handle the organization's problems like it were a personal problem of the employee that must be solved urgently. This love comes in the form of loyalty to the organization.

The employer prides himself in employees exhibiting its core values while helping to promote the organizations brand by extending such to his close relatives and also to his close associates. Talking about other organizations in competition with the employer's organization in a more advantageous position could spell a negative feeling towards such employees.

#### **Earnings based on Scale**

The employer expects the employee to be willing to earn based on its salary scale. In the employer's quest to reduce administrative cost, he may be willing to pay lower if the employee is unable to negotiate favourably. It is common for employers to try to beat the employee to it by negotiating at the organization's best interest. This is why questions like previous salary and employee salary expectations are being asked at the interview session as a form of negotiating tool. This method has been found to make employers or applicants to develop lies by making false salary declaration in order to beat the employer to it by also negotiating favourably.

#### **Strong Will**

One of the expectations of the employers of labour is to employ an individual who is strong willed. The employer expects the employee to be goal driven and help the organization to achieve its objectives in line with stated standards. The employer expects the employee or applicant to be able to work as a team, take quick decisions in the best interest of the organization, require less help and be able to make projections. He must be able to go the extra-mile to ensure projects are being executed and also ensure that his personal objectives must not conflict with the objectives of the organization.

#### **Safety**

The employer expects the applicant or the employee to play it safe. Safety here connotes not going against ethical rulings, the law as well as guiding against other liabilities that may arise as a result of the responsibility given or to be given to the employee or applicant. The organization as an artificial person may cease to exist as a result of the actions of its officers from litigations. Acting against standards and ethics of the profession may be disastrous to the organization thereby jeopardizing the operations of the organization. So, the employer expects safety in line with the ethics of the industry as a well as the law.

#### **Submissive**

The employer expects the employee to be submissive, follows his dictate and not question his authority. The employer expects the employee to always carry-out his orders to the letter without asking questions. This may not go well in some cases and there must be constructive criticism if the organization must move forward. Most employers love to hear the employees tell them what they want to hear and any criticism may be seen as arrogance or disrespect for the superior on the part of the subordinate.

#### **Qualified**

The employer also expects the employee or applicant to be qualified for the position applied for. He must possess the skills required to achieve the objectives attached to the job designation. This qualifications take years of hard work, training and re-training as well as a huge chunk of the employee's finance as well as time. According to Osabiya (2015:74) employees should be given the opportunity to take part in training programmes to help them improve their skills and knowledge on the job.

The employer should understand that new skills are developed when employees are given new roles to handle. The employer can help the employee to be qualified and more suitable for a job position by giving him new tasks to handle and help the subordinate build experiences in areas new to his calling.

#### **The Employee's/ Applicant's expectations**

The employee expectation is best highlighted using the "PLEASURE GOTTS" concept. This is derived based on employee perception during and after the interview process and they are explained below:

#### **Promotion**

It is the dream of every employee to attain self-actualization on the job after putting years of effort to the development of the organization. According to Malik, Danish and Munir (2012:7) promotion is a shifting of employee for a job of higher significance and higher compensation.

Also, promotion can be defined as the reassignment of an employee to a rank higher than his previous rank on the job (McCausland, Pouliakas and Theodossiou, 2005 cited in Malik, Danish and Munir, 2012). The employee expects the organization to be fair in its promotion and help him reach his goals within the organization. Lack of effective promotional plans or packages within the organization may discourage the employee or applicant from joining or continuing with an organization.

#### **Listening**

The employee expects the employer to be the listening type. He expects the organization to feel concerned about his plight whenever his grievance is made known which can be as a result of low pay, working condition, promotion, health care, training and development etc. Employees love to work in organizations where the employer feels much concern about his well-being. The rising cost of living is a factor that may affect employee's performance on the job. He wants the employer to listen to his complaints and proffer solutions to his problems. Lack of care on the part of the employer may develop into high employee turnover within the

organization.

### **Exceptional**

The employee also expects the organization to be exceptional in its dealings. The employee expects the organization to pay more, be unique in its business dealings, help him achieve his dreams and also serve as a pivot towards greater career upliftment. The employee expects to develop around the organization using the tools available within the organization to help achieve the objectives of the organization which will directly or indirectly have an impact on his achievements.

### **Adaptability**

The employee expects the organization to also adapt to the changing business environment. Since there could be stiff competition within the industry, the employee expects the employer or the organization to be resilient and develop a never giving up attitude in the face of stiff competition. An organization that finds it hard to adapt may not last long in the industry and this may scare off applicants or employees since the likelihood of the organization to continue into the foreseeable future is not assured.

### **Standardized**

Part of the employee's expectation is to work in an organization whose work process is standardized in compliance with the industry norm. It is expected that a designed process must be in place, the right tools for the job must be provided like the various human and material resources to make the work flow easy. Lack of standard can make the work process difficult to understand, things may be muddled up and the objectives of the organization misunderstood.

### **Understanding**

The employee also expects the employer or the organization to have knowledge of the work process and what is involved and payment should be commiserate with the task given to the employee to handle. Also, the objectives of the organization must be clear enough to be understood and the process of implementation of the policies of the organization must be best communicate to the employees. Also, understanding to the employee may mean that the employer understands that the employee is just human and is not free from errors.

### **Retained or Fired**

The employee or applicant expects one of the two; either to be retained on the job or to be fired. This decision of firing an employee rests on the shoulders of the employer except the employee decides to reject an offer or voluntarily leave the organization.

The employee or applicant owes the employer a duty of care to ensure that he carries out his duties in line with the policy of the organization, meet deadlines and also ensure best practices within the organization and most especially, he has to build good relationships with colleagues and also avoid office politics. A fall out between the employee or applicant and key managers of the organization could mean termination of his appointment.

### **Earn More/Moderately**

One of the expectations of the applicant or employee is to earn more or moderately compared to his previous place of work. It should be understood that the employee has a whole lot of responsibilities to meet-up with such responsibilities are; transportation cost, feeding himself and his family, shelter and clothing as well as training and development.

Towers Perrin (2003) as cited in Rynes, Gerhart, and Minette (2004:383) carried out a survey on more than 35,000 U.S. employees. He found out that pay varies by objective as competitive base pay ranked second and pay raise based on performance of individuals ranked eight for attracting employees. Competitive base pay ranked sixth in retaining employees.

### **Growth**

The employee or applicant expects growth on the job. This growth may be knowledge base as well as career base. The employee yearns to grow intellectually on the job by updating his knowledge to work in tandem with current global trends. The employee also yearns for promotion on the job which is another form of growth. When an employee is being promoted, it gives room for more responsibilities as well as additional benefits.

### **Objective**

The employee or applicant expects the employer or the organization to be objective in its decisions without fear or favour. Things must be done the right way and the policy of the organization must be that which puts the employees or applicants into consideration. The employee expects that the objectives of the organization should be communicated to employees so as to guide against divided interest that may arise within the organization.

### **Training and development**

The employee expects the organization to be interested in training and developing him based on the organization's training culture. The employee expects the employer to put its people first, help them to compete favourable with their counterparts in the same area. According to Mamoon (2013: 75) one of the ways in motivating an employee is to encourage advancement by providing on-the-job training, tuition refunds etc. The employee's career plan can be planned and not just to reward the employee but to meet the future staff needs of your organization.

## **Trust**

Another expectation of the employee is that he should be able to trust the employer's words. The organization shouldn't just talk about its promises but act upon them. The employee wants to be able to rely on the policies of the organization when forming a decision to stay or to leave. He expects the organization to make do with its words on helping him define his career plan, promotion, remuneration etc.

## **Safety**

Lastly, the employee wants to feel safe in his work place. Safety here connotes job security. He wants to be sure he can retain his job for a reasonable period of time. He wants to be accepted and also recognized as an important element within the organization. Frequent firing or dismissal of employees may have a negative effect on the employee and his confidence or loyalty to the organization may diminish.

## **2.2 Theoretical Review**

The theory adopted for this research study is Vrooms expectancy theory.

### **Vroom's expectancy theory**

This theory was developed as a criticism of Frederick Herzberg's two factor theory as being too dependent on the context of the work roles of workers (Bloisi et al; 2003 cited in Osabiya, 2015). This theory was centered on the idea that people prefer certain outcomes from their behaviours over others (Mullin, 2005 as cited in Osabiya, 2015). This shows that individuals will be motivated towards some certain goals if they believe that a positive correlation exists between their efforts and performance which will eventually yield some certain rewards.

The employees to put more effort in a job wants to see the reward for their behaviour and their efforts which are being channeled to a job. These rewards come in the form of promotion, increased remuneration, health insurance, and other welfare packages. The employees like an organization that cares more about them.

The expectancy theory has three components which are; expectancy, instrumentality and valence. Expectancy is the belief that one's effort (E) will result in the achievement of some desired performance (P). This is based on individual experience, confidence (self-efficacy) as well as the perceived level of the performance standard which can be difficult or not difficult to attain.

Also, instrumentality is the belief that an individual employee will be rewarded if the performance expectation is achieved. This reward may be in the form of salary increase, job promotion or recognition etc. Here, outcome (O) is dependent on employee performance (P).

### **Valence**

An employee expects to be reward when an outcome is being achieved. So, the employee places a value on the result of a specific outcome. This is a form of contract between the employer and the employee or a principal and an agent. This value placed on the reward of an outcome is as a result of the individual's needs, aspirations, belief and fears. This is an expected satisfaction from doing a job. The employee expects at the end of the day to be able to feed himself and his family, clothe himself and also provide shelter for his family. When all these are not being met, this may discourage or demotivate an employee on a job.

## **3.0 Research Methods**

### **3.1 Population and Sample**

The respondents consist of individuals who have been involved in interviews; employed and unemployed. The research focused on a population of individuals who have profiles on linkedin and also make use of other social media handles. The use of random sampling technique was used and 47 responses were received and analyzed.

### **3.2 Data Collection Method/Instrument**

The use of an online survey questionnaire was designed on survey monkey and forwarded online on social media handles of the respondents used for this research study using a random sampling technique where individual respondents have equal chances of being selected. A total number of 47 responses was received. The online questionnaire was divided into demographic questions which includes gender, sex, employment status, industry focus, marital status, academic qualification as well as selection criteria etc. and the other parts of the questionnaire focused on the perception of applicants on Human resource management as well as their experiences during selection processes. The use of Likert scale was used to measure the gathered responses. The questions are based on public outlook on questions asked during the selection process as well as the applicants' view as well as reasons for taking some actions during the selection process.

## **4.0 Analysis and Findings**

### **4.1 Demographic Distribution of Respondents**

The frequency distribution shows that 26 of the respondents are male thereby constituting 56.52% of the total respondents while 20 of the respondents constituting 43.48% of the respondents are females. This shows that there are more male compared to the females that responded to this research question. The marital status of the

respondents shows that 18 of the respondents are single i.e. 39.13% of the total number of respondents while 28 of the respondents constituting 60.87% of the respondents are married. This shows that most of the respondents to this research question are married. The demographic distribution shows that 22 of the respondents are employed constituting 48.89% of the total respondents while 23 of the respondents are unemployed which is 51.11% of the total respondents showing that a higher percentage of the respondents are unemployed. 25 of the respondents which is 55.58% of the total respondents have had interview in a service related organization, 5 of them constituting 11.11% of the total number of respondents have had interview with a manufacturing organization, 4 of them i.e. 8.89% of the total number of respondents have had interview with a manufacturing company, while 1 i.e. 2.22% of the respondents have had an interview with an agricultural company. This shows that most of the respondents have had an interview in a service related company compared to others. Considering the academic qualifications of the respondents 5 of the respondents i.e. 11.11% of the total number of respondents are senior school certificate holder, none of the respondents are national diploma holder, 1 of the respondents i.e. 2.22% of the respondents are higher national diploma holder, 27 of the respondents constituting 60.00% of the total number of respondents are bachelor's degree holder, 11 of the respondents (24.44%) have master's degree while 1 of the respondents (2.22% of the total respondents) hold a Phd.

#### **4.2 Responses based on decision criteria**

Various yardsticks are being used when selecting an applicant during the interview process. The following responses are based on criteria used for selecting and disqualifying an applicant during a job interview:

10 of the respondents i.e. 22.22% of the total number of respondents say academic qualification was used, 13 of the respondents i.e. 28.89% of the total respondents believed experience was a measure used to select or disqualify them. Also, 8 of the respondents i.e. 17.78% of the total respondents believed that salary was a criteria used, 13 of the respondents constituting 28.89% of the total respondents chose 'others'. Also, 18 of the respondents i.e. 39.13% of the total number of respondents affirmed that the criteria used for selecting or disqualifying them was communicated to them, while 28 of the total number of respondents i.e. 60.87% of the total respondents reported that the criteria was not communicated to them.

#### **4.3 Analysis of responses based on perception of the interview process**

The responses to questions here shows that 7 of the respondents i.e. 15.22% of the respondents had a wonderful experience during their previous interview with members of human resources department, 32 of the respondents constituting 69.56% of the total number of respondents have had a good experience during previous interview process, 4 i.e. 8.70% of the respondents found the interview process quite boring, while 3 i.e. 6.52% of the respondents found their previous interviews quite unpleasant.

##### **4.3.1 Responses based on interviewers ratings**

Here, the interviewers were rated 'high', 'medium' and 'low' as to presentation, accommodating, professionalism exhibited, friendliness and understanding of the roles applied for. Based on the data gathered from the respondents as to:

##### **Presentation**

15 of the respondents i.e. 32.61% of the respondents rated the interviewers high, 20 (60.87%) rated them medium as to presentation and 3 (6.52%) rated them low.

##### **Accommodating**

14 (31.11%) of the respondents rated the interviewers high, 27 (60.00%) rated the interviewers medium, while 4 (8.89%) rated the interviewers low.

##### **Professionalism**

Also, 16 (36.36%) of the respondents rated the interviewer high here, 24 (54.55%) of the respondents rated them medium, while 4 (9.09%) of the respondents rated them low.

##### **Friendliness**

As to friendliness at the point of the interview, 19 (42.22%) of the respondents rated the interviewers high, 22 (48.89%) of the respondents rated them medium, while 4 (8.89%) of the respondents rated them low.

##### **Understanding of the roles applied for**

Here, 21 (46.67%) of the respondents rated the interviewers high, 20 (44.44%) of them rated them medium while 4 (8.89%) of the respondents rated them low.

#### **4.4 Findings**

The use of paired sample T-test was used to test the correlation between the variables. The test was carried out at a 0.05 level of significance and at a 45 degree of freedom with a confidence level of 95% to test the three hypothesis.

The decision rule to accept or reject an hypothesis is when the p value > alpha value we accept the null hypothesis (H<sub>0</sub>) but when the p value < than the alpha value at 0.05 we reject the null hypothesis (H<sub>0</sub>). Therefore,

for hypothesis 1, our p value was computed as lower than the alpha value that is  $0.000 < 0.05$ . Therefore, we reject the null hypothesis (H<sub>0</sub>) that 'The role of the HR interview panel does not have an effect in influencing employee selection within the organization.' This also applies to hypothesis 2 and hypothesis 3 as we reject the null hypothesis that Lack of professionalism during the selection process by the interview panel does not have an effect on the organization and asking employees about previous salaries does not result in employees telling lies.

#### 4.5 Conclusions and Recommendations

In light of the findings of this research study, the role of the human resource interview panel does have effect in influencing employee selection process, and lack of professionalism during the selection process by the interview panel have an effect on the organization as employees or applicants may have a wrong impression of the organization and also develop lack of trust in the management team. Also, asking employees about previous salaries do make employees to lie and cook-up salary figures just to be able to negotiate better with employers as previous salaries shouldn't be a prerequisite to what the organization is willing to pay the applicant or employee.

#### Recommendations

The following recommendations are made based on the conclusions reached:

- i. Employers must exhibit a high form of professionalism during interviews, by coming in early, be more attentive, understand the point of the employee and see the employee or applicant as an asset to the company and not a liability.
- ii. The employer must avoid asking questions not in line with the job role being applied for.
- iii. Employers must ensure transparency in drawing up the organization's salary scale.
- iv. The employer must ensure that applicants are tested and retested in line with their professional and skill acquisition.
- v. Employers must ensure he avoids favouritism and nepotism and be objective in selecting individuals.
- vi. Attracting suitable candidates involves good organizational policies one which is not too rigid to discourage employees in staying.
- vii. The employer must ensure he avoids information asymmetry at every cost so as to treat the applicants or employee fairly and also build more trust in the parties involved.
- viii. Motivation is quite key to employee loyalty within the organization, employers must ensure transparency in this area.

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