

## **Effects of Recruitment and Selection Practices on Employees' Career Development in Nigerian National Petroleum Corporation**

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**ABSTRACT:** *The purpose of this study was to determine the effect of Recruitment and selection practices on employees' career development in NNPC. The study adopted a descriptive correlation design using primary data collected through questionnaire. The target population of study was 9,024 top level, middle level and lower level management (Supervisors) staff of the NNPC Strategic Business Unit (SBU) from which a sample size of 1235 employees was drawn. Pretesting of the research instrument was done to determine the reliability of the questionnaire by use of Cronbach Alpha coefficient. Data was analyzed using quantitative techniques. Descriptive statistics were used to describe the characteristics of collected data. Linear regression analysis was used to establish the effect of independent variable on the dependent variable. The study revealed that Recruitment and selection practices had no significant effect on employees' career development in NNPC. The study also noted that NNPC does not have established Career path for employees and professional groups.*

**Key words:** *Recruitment and selection practices, career development, human resources management practices, petroleum sector, NNPC.*

**H**uman Resource management is the management function that implements strategies and policies relating to the management of individuals (Omolo, Oginda & Oso, 2012). In many organizations in the world, human resource reflects a quantitative and strategic approach to workforce management demanded by corporate management to gain a competitive advantage, and to utilize limited and highly skilled workers (McLean, Osman-Gani & Cho, 2004). However, over time, usefulness and effectiveness of human resource practices in the performance of government institutions have not been clearly defined and focus of HRM practices has mainly been on private organizations. Yet the outlook of all organizations, regardless of sizes and types, are directly linked to their personnel. According to Omolo, et al. (2012), human resource is the most important asset of an organization because it is the one that manipulates all other resources (which are inert), to function according to some plan. Macgregor (2011) submits that the backbone or foundation of an organization is its core staff. The performance of Nigerian National Petroleum Corporation (NNPC) should therefore be a reflection of the performance of their staff, and how they are managed, and more specifically, how they are recruited and selected for the available positions.

Recruitment and selection are essential tools in assisting the human resource managers and the entire company to hire the right people and retain them (O'Brien, 2012). Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to employ and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. While it is understood and accepted that poor recruitment and selection decisions continue to affect employee career

development, many institutions across diverse jurisdictions have not identified and implemented effective hiring strategies (Hellriegel & Slocum, 2011).

In Nigeria and other parts of the world, recruitment and selection processes are practiced to some extent though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. many factors have come together to make recruitment and selection a rather complex exercise, these include but not limited to increasing environmental instability, demographic shifts, changes in technology and heightened international and global competition (Ekwoaba & Ideh, 2012). It can be said that organizations in Nigeria face serious challenges in the recruitment and selection processes and the Petroleum sector including the NNPC spends lots of time and money screening large number of application in response to employment advertisement (NNPC, 2013; Fajana, 2010; and Palmer, 1997). Briggs (2007) had identified a number of factors affecting recruitment and selection in Nigeria which are, increasing pressure for employment, utilization of informal sources of recruitment, federal character principle, and delegation of recruitment function, and intense political pressure. Budhwar and Debrah (2004) included the falling standard of education in Nigeria as part of the problems. The Oil and Gas Sector, including the NNPC have over the years made effort to embed merit-based recruitment process (Obaseki, 2013); but the challenge is that government after establishing the necessary framework for the management of strategic organizations, violates the same rule it has made to regulate social relations at work sometimes through political interference from political office holders; thus quota system as an instrument of employment is questionable as it sometimes serves as conduit for the recruitment of unqualified persons and the incompetence of these individuals to a large extent has led to the inability of strategic organizations to

accomplish their goals (Okeke-Uzodike & Subon, 2015; Agbodike 2003; Palmer, 1997). Recruitment and selection have therefore become imperative in organizations such as NNPC because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications. In addition, a review of key provisions of the Petroleum Industry Bill (PIB), which is one of the most comprehensive plan of the Federation for restructuring, repositioning and transformation of the Oil and Gas Industry show that no mention is made regarding the role of HRM Practices and its effect on the career of the employees and consequently the performance of the National Oil Corporation (Abbass, 2012). Therefore, this study sets to examine the effect of recruitment and selection practices on employee career development using NNPC as area of interest. This study therefore sought to examine effects of recruitment and selection on employees' career development of Nigerian National Petroleum Corporation (NNPC).

### **Theoretical Foundation**

A theory is in effect a rationalized set of assumptions that allow one to explain the past and predict the future by providing direction and in this way, they expand knowledge. This section provides the theoretical assumptions of this study. For any discipline to mature into a global discipline, it must have developed some theories to guide its practices, research and growth. Career development theories constitute a major support and assistance to make for a deeper understanding of the practice of Career development. In the work place (Abernathy, 2000). This study rests on Theory of Work-Adjustment and Human Capital Theory.

The Theory of Work Adjustment (TWA) was originally developed by Dawis, England and Lofquist (1964) from the University of Minnesota. It is also known as Person-Environment Correspondence Theory. The Theory of Work Adjustment (TWA) is a class

of theory in Career development that is anchored on the individual difference and tradition of vocational behaviour (Eggerth, 2008; Dawis, 2002, 2005). TWA view career choice and development as continual processes of adjustment and accommodation in which the more closely individuals' capabilities (knowledge, skills, attitudes, experience, and behaviours, etc.) relate with the requirements of the position or the organisation, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer. Correspondingly, the more closely the reinforcers (rewards) of the position or organisation tally to the values that a person seeks to satisfy through their work, the more likely it is that such a person will perceive the job as satisfying. The proponents of the Theory list six key values that individuals seek to satisfy in the work place or any career they engage in: Achievement, Comfort, Status, Altruism, Safety, and Autonomy. In this reasoning, individuals would consider the degree of their satisfaction in consideration of how far each of these values are achieved at any particular time or on continuous basis. Career choice and development is accordingly conceptualized as a continual process of work adjustment initiated by dis-satisfaction and dis-satisfactoriness either on the part of the individual employees or the organization (environment). The TWA propositions are applicable in cross cultural settings like Nigeria where alternative jobs are not easy to come by and individuals and the organizations are engaged in adjustments on continuous basis. However, successful work adjustment is not easily attainable. A major strength of TWA is that a battery of measures has been developed to measure the various variables associated with the theory, including measures on satisfaction, needs and values, skills and abilities, satisfactoriness, and indexes of correspondence (Dawis, 2005). A large number of research studies have been conducted in the last few decades to examine the propositions derived from TWA,

especially on the linkage between needs/abilities and satisfaction/satisfactoriness, and between work adjustment and tenure (Dawis, 2005).

The human capital theory was developed by Economists such as Elliot (1991). The theory focused on human capital in terms of the quality, not quantity, of the labour supply (Baron & Armstrong, 2002). This theory is based on the proposition that people and their collective skills, abilities and experiences, coupled with their ability to deploy these in the interests of the employing organization, should be recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage (Armstrong & Baron, 2002; Armstrong, 2006). Its underlining principle is that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work, (Armstrong, 2006; Davenport, 1999). It focuses attention on resourcing, human resource development, and reward strategies and practices. It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus of recruitment and selection must be based on the best means of attracting, retaining and developing the human capital. Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and also create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). Davenport (1999) comments that: people possess innate abilities, behaviours' and personal energy and these elements make up the human capital they bring to their work. Although human capital theory thus focuses on educational level of employees as a source of labour productivity and economic growth (Becker, 1993; Shultz, 1993), however, in terms of benefits to an organization, general knowledge is not the most important element.

Another influential theoretical concepts of human capital theory is the distinction between general and specific training and knowledge (Becker, 2001). The amount of human capital in the organization is linked to how well a certain task is performed; this proposition changes at the firm level and in the context of firms with significant amounts of human capital. In spite of the criticisms against human capital theory, it provided sufficient understanding on the link between organizational human capital and performance. According to Human Capital Theorists, human capital is a component of intellectual capital which has been referred to as a strategic asset (Bontis, 1998) and this is what makes an organization to perform better due to its unique characteristics that cannot be imitated.

### **Literature Review and Hypothesis Development**

#### *Recruitment and Selection Practices*

Recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills (Soliman, 2000). Recruitment and selection are vital tools in the formation of the expectations that form such a contract. With emphasis on a two way flow of communication; employees select an organization that offers them better working conditions and incentives for long term career (Scholarios, Lockyer & Johnson, 2003). Ekwoaba, Ikeije and Ufoma (2015) has mentioned that recruitment form a major part of an organization's overall resourcing strategies, which identify and secure the right people with the right talent and skills needed for an organization to survive and succeed and achieve its strategic goals and objectives. Recruitment is the process of attracting, individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization and Selection is the process of

choosing from a group of applications the individual best suited for a particular position and for the organization (Gusdorf, 2008). According to Montan and Charnov (2000), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. Gupta (2006) observes that selection can be conceptualized in either choosing the “fit” candidates or rejecting the candidates, or a combination of both. Armstrong (2009) states that recruitment and selection process come in four stages: defining requirements, attracting candidates, selecting candidates and placing them on the job. Correspondingly, Robertson and Smith (2001) support Armstrong’s viewpoint and added personality assessment to the lists guided by tests and interviews, the British Psychology Society (BPS) (2007) concludes that the ability tests measure the capacity for: verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning.

#### *Career Development*

Career development is a major tool for attracting, motivating and retaining good quality employees. Purcell, Hutchinson, Kinnie, Rayton and Swart (2003) found that providing formal career opportunities is one of key practices which influence organizational performance. Career is the constant progress, experience and skill acquisition of a person in a specific work field (Kaya & Ceylan, 2014); it can also be defined as the totality of the jobs which an individual undertakes throughout his/her life and through which he derived personal meaning and satisfaction. The goal of the career development system is to fulfil the expectations, desires and objectives of the employees; at the same time, to develop various strategies in accordance with the goals and objectives of the organization (Kaya & Ceylan,

2014). In the face of increased technology and customer demands that are changing rapidly, the need for employees’ to improve their knowledge and skills is necessary. Activities around career development involves various alternatives such as developing abilities, preserving current skills and getting prepared for the future ahead after receiving promotion. Career development programs enable all the workers to make progress in the organization from the beginning. It also helps individual employee to determine his/her career paths and eliminate all the impediments against the advancement of the employees. According to Baruch and Peiperl (2000), organizational career management practices may include the following amongst other HR practices: performance appraisal, assessment centres, peer and upward (subordinate) appraisal, career analysis by Supervisor and HR department, formal mentoring, career workshops, written individual career planning, succession planning, retirement preparation programs, succession planning, formal education as part of career development, postings concerning internal job openings, creative steps to provide and improve cross-functional skills. However, Foong-ming (2008) suggests that organizations should still be actively involved in planning and developing employees’ careers. He draws attention to an apparently popular view that when organizations so cater for the career plans of their employees the latter often perceive the former as caring and supportive and are likely to feel obliged to reciprocate the gesture with greater effort and loyalty. Thus, aside from ‘internal career’, the employer is expected to offer enhanced employability and enabling employees develop skills that are in demand (Torrington et al, 2008).

#### *Recruitment and Selection Practices and employees career development*

Earlier studies by Zheng and Hong (2006) and Croucher (2008) established that, there is a positive and significant relationship between

Recruitment and Selection and the performance of a firm. Sang (2005) also revealed a positive link between recruitment and selection and business performance in Taiwan. Katou and Bedhwar (2006), and Wright and Paul (2005); all reported similar positive outcome between recruitment and selection and performance in Canada, in Finland and in New Zealand. Tiemo and Arubayi (2012) also examined the recruitment and selection practices in Nigeria based on equality and diversity. He also compared the adherence of the Nigerian Federal Character Policies between the public and private sector. The findings showed that the public sector complied more with the NFCP than the private firms because they are directly regulated and controlled by the government and their focus is not on profit. The study is of relevance to every employer of labour as it highlights key areas they can improve upon to be able to bridge the inequality gap between men and women employees in Nigerian; it also provides a well-grounded approach in addressing inequality issues in the society.

In a different setting, Kumari, Bhat, and Pandey (2010) examined the Recruitment and Selection process of a Coca-Cola company in India. Scholarios, Lockyer and Johnson (2003) also established that the nature of applicants job search activity, the possession of relevant work experience and the exposure to employers' through recruitment and selection activities form part of the evolving sequence of a person's work experience and it helps employers and potential employees to gradually procure a match and fit for the job.

Scholarios, Lockyer and Johnson (2003) in their study with a focus on the anticipatory socialization stage of students planning to enter profession and in particular the effects of Recruitment and Selection experiences on career expectations and orientation. The study illustrated the significance of a clearly structured recruitment and selection practices in increasing the student's( applicant's) awareness of his/her prospects in the job and helping them

in establishing realistic expectation of future careers thus shaping career expectation and the degree of continuance commitment and interest in the profession. The study further established that the nature of students (applicants) job search activity, the possession of relevant work experience and the exposure to employers through Recruitment and Selection activities form part of the evolving sequence of a person's work experience. In other words, recruitment and selection activities help both employers and potential employees to gradually procure a match in line with the work environment and the person fit, (Scholarios et al, 2002).

Tiemo and Arubayi (2012) examined the recruitment practices in Nigeria; the findings show that there are unique similarities and differences in the recruitment practices of public and private firms. But with regards to NFCP policy adoption, public firms complied more than the private firms because they are directly regulated and controlled by the government. Private firms' recruitment patterns are contingent upon the perceived needs of the organizations. The findings also revealed that the recruitment approaches and orientations of public firms in UK differed greatly from those that are practiced in Nigeria.

The study is relevance to every employer of labour as it highlights key areas they can improve upon to be able to bridge the inequality gap between men and women employees in Nigerian. Policy makers will benefit tremendously from the findings and recommendations of the study since it provides a well-grounded approach of addressing inequality issues in societies. Omisore and Okofu (2014) also carried a study on the Nigerian Public Service recruitment and confirmed the findings of Tiemo and Arubayi (2012) that merit is often jettisoned in the alter of ethnicity, religion and Federal Character.

In like manner Kumari, Bhat, and Pandey, (2010) engaged a study on recruitment and selection in the Coca-Cola Company of India; they found that the company follows the right

process in recruitment and selection and that but for some odd factors, the company has been doing well since establishment. This study established the positive relationship of effective and efficient recruitment and selection practices with organizational performance. The study of Ombui, Elegwa and Gichuhi (2012) also revealed that the correlation between employee performance and recruitment and selection were highly significant and so recommended that research institutes strictly adhere to job specifications and merit when filling vacant positions.

Agbodike (2003) revealed that the consequence of the undue application of quota system and lack of regard for merit in the application of federal character principle is that standards and professionalism are compromised and endangered in the government establishments and this includes the NNPC. The study therefore calls for reinforcement of merit-based principles in addition to federal character principle in the processes of recruitment for effective human capacity, performance management and achievement of development that the nation needs badly.

Rawashdeh (2013) in his study found that, there is a link between HRM Systems that were being practices in the Jordanian Banking Sector and the Employee Career Development programs. The study assumed that, development activities would start with job analysis defining the duties, and responsibilities required to carry certain job, and the educational qualification, knowledge, and experience that the individual require filling these jobs. The next stage is to make use of effective and efficient Human Resource planning practices to identify people needed; this would be translated into recruiting and hiring talented employees, who will fill the vacant jobs in the organization.

Okeke-Uzodike & Subon (2015) in their empirical study of selected Federal Government Ministries in Nigeria, found that ethnicity still precedes merit within the system after over 50 years of independence. One would expect that

there should have been a gradual move away from over dependence on ethnicity in building human resource needed to accelerate the country's required socio-economic development. The study also found that though there are rules and regulations stipulated in the recruitment policy to guide the recruitment processes, implementation and adherence to these rules is a continuous challenge facing Nigerian public service HRM professionals. These are attributed to the social structure and the political nature of the Nigerian system. Such issues include political consideration, nepotism, and ethnicity influence recruitment processes in the federal government ministries and departments in Nigeria and inhibit developmental goals. These variables hold strong in recruitment processes irrespective of merit system (educational qualifications and experience). His findings are consistent with that of previous studies existing in the literature (Fajana et al., 2011; Gberevbie, 2011; Briggs, 2007). The study contributes to the knowledge of human resource management practices in Nigeria. Results reveal that there has been a move away from the concept of meritocracy in recruitment processes due to political considerations, nepotisms and ethnicity. As such these factors have impacted negatively on national developments and economic growth. However, these variables hold strong in staff recruitment processes and in turn affects public sector ability to recruit capable workforce to carry out government policies and programs and accelerate developments that are so badly needed by the nation.

Based on the above discussions attempt to investigate effect of Recruitment and selection practices on employees' career development; thus this study hypothesize that:

H0: Recruitment and selection practices have no significant effect on employees' career development.

## Methodology

### *Research Design*

The study employed a descriptive survey research design of correlational type. The research design is appropriate for this study because it allowed the data generated to be analysed quantitatively and to draw inferences about relationships among the variables. The design of the study is in line with the design used in Makinde (2015), Boateng (2014), Asikhia (2010), Chae and Hill (2000).

### *Population and Sample*

The study targeted 9,024 top level, middle level and lower level management (Supervisors) staff of the NNPC who has spent more than 5 years in the organization and have up to 5 years before retirement age of 60 years. The NNPC is made up of Twelve Subsidiary companies and two partly owned subsidiaries and some associated companies manage the Upstream, Mid-stream and Downstream activities of the NNPC (NNPC, 2014). Due to this wide geographical spread, limited time factor as well as the financial constraints on the study, the researcher purposefully chose Strategic Business Units (SBUs) in two cities to focus the study on. The cities are Abuja (Corporate Headquarters & PPMC Headquarters), and Lagos (NAPIMS). The operations of the SBUs chosen cut across the main sectors of the Oil and Gas Business: Upstream, Downstream and Commercial and Investment Sectors.

### *Sampling Technique*

The researchers used purposive sampling procedure was used in selecting the participating SBU which were based on the location and the line of business in the Oil and Gas value chain. From each of the three SBUs and locations, selection of the participating employees was done using proportionate sampling technique and a total of 1235 employees were selected. This technique was used to ensure that all the selected SBUs and

cities had equal representative. Furthermore, proportionate sampling technique is employed to give male and female employees equal chance of being selected. The strata were the Strategic Business Unit (SBU) of the corporation. They are Headquarters, (NAPIMS), and PPMC. This sample is used as a representative of the population of the entire staff in the NNPC.

### *Data Collection Technique.*

Qualitative and Quantitative approach were used in data collection. The use of Quantitative and Qualitative techniques enables the research to be more pragmatic (Collins & Hussey, 2009). Primary data collected using questionnaire and structured interview scheme were utilized in this study to enhance originality of the study. The use of questionnaire is justified because it aids the proper collection of required data in a way that allows the respondents to express their opinions objectively. The Research Instrument used for this study is titled HRMP-ECD Questionnaires. The questionnaire is an amalgam of self-structured questions arising from the literature reviews, and adapted from different sources: Kane, Crawford and Grant (1999) with Cronbach's Alpha reliability estimates of 0.91-0.71 and Jangue and Gulzar (2014) with reliability estimate of 7.0 for the variables.

### *Pilot Study*

In order to explore the factors that can affect employee career development, a pilot study was undertaken to ensure that the main study will be able to identify clearly the research questions and also determine the adequacy of instructions to research participants who completed the questionnaires. This approach is in line with Saunders and Thornhill (2009) thinking that pilot studies help the researcher to refine the questionnaire as the need may arise to ensure that the research instrument measures what it is expected to measure. The pilot study for this research was carried out at the NNPC/PPMC

Mosimi Area Office in Ogun State which is another section of organization that are not part of the study population. A total of 100 questionnaires were distributed and 94 were returned.

#### *Validity Test*

The validity of the instrument was ascertained by giving out drafted copies of the questionnaires to the Project Supervisors, Specialists in Human Resources and Strategic Management to look at the structure and construction of questions in order to ensure accuracy and that it aligns with the different dimensions of the study as in the literature reviewed in Chapter two of the study.

#### *Reliability*

Reliability refers to the stability, constituency or dependability of the Research Instrument. To ascertain the reliability of the instrument a pilot test was conducted at the PPMC Area office Mosimi, Ogun State. The reliability of the instrument was further ascertained by subjecting the result of the Pilot Test using the instrument to a Cronbach Alpha test based on a reliability level of 0.7 and above. The result of the pilot study was used to rectify some questionnaires inconsistencies. The result of the reliability test indicates that the variables have high reliability which indicates that there is similarity among the variables. The result of the test is shown in Table 3.1

#### *Method of Data Analysis*

In this study, data was analysed using quantitative techniques. The collected data was coded and entered into SPSS (version 22.0) to create a data sheet that was used for analysis. Descriptive statistics was used to describe the characteristics of data collected. Linear regression analysis was used to establish the effect of independent variable on the dependent variable. The hypothesis was tested at 95% confidence level.

## **Data Analysis, Results and Discussion**

This section presents analysis of the data on the effects of recruitment and selection on employees' career development of Nigerian National Petroleum Corporation (NNPC). The section also provides the major findings and results of the study and discusses those findings and results against the literature reviewed and study objectives. The data is mainly presented in frequency tables, means and standard deviation.

#### *Response Rate*

A total of 1235 copies of the questionnaire were administered to the sampled respondents. Out of the total number of the questionnaire distributed 926 were retrieved representing a response rate of 74.9% while 309 copies of the questionnaire could not be retrieved because the participants did not continue with the study while others were not properly filled or mutilated

#### *Analysis of Socio-demographic Characteristics of Respondents*

Respondents were asked about gender, Working Experience, ranks and divisions. Their responses were summarized in Table 4.1 below: The descriptive analysis of respondents' demographic showed that, majority (64.5%) of the respondents were male while 325 (55.1%) were female depicting high level of gender inequality in NNPC. The finding also confirmed that 8.9% of respondents had spent between 6-10 years working with the Corporation, 385 (41.6%) of the respondents had between 11 and 15 years working experience, 303 (32.7%) of them had between 16 and 20 years working experience, while 155 (16.9%) had working experience of above 20 years. In addition, the result reveals that 14 (1.5%) of the respondents were top managers, 196 (21.2%) were in middle managers, while 716 (77.3%) were Supervisors spread across the SBU investigated. Furthermore, the result shows that majority of the respondents are working in Commercial and

Investments Directorate (31.4%), followed by Finance and Services Directorate (27.6%), Exploration and Production Directorate (176 or 19%) and Refining and Technology Directorate (138 or 15%).

### *Descriptive Statistics*

This section gives analysis of the descriptive findings and discussion in relation to the objective of the study.

#### Recruitment and Selection Practices:

The study sought to establish to what extent Human resource department of NNPC uses recruitment and selection practices to achieve employee career development. A six point Likert scale was used as previously indicated. The results were presented in Table 4.

Table 4.2 shows descriptive analysis of responses on Recruitment and Selection practices in NNPC. The result of the analysis by combining responses under very dissatisfied, dissatisfied and slightly dissatisfied combined reveals that majority (565 or 61.6%) of the respondents were not satisfied with the frequency of the recruitment exercises conducted in the Corporation. In addition, 474 (51.2%) of the respondents were dissatisfied with the level at which merit system is adopted in the recruitment and selection into the NNPC. The study also reveals that majority of the respondents (528 or 57.1%) were not satisfied with the role ethnicity and religion played in the Recruitment and Selection into the NNPC. Similarly, a significant number of respondents (504 or 54.9%) were not satisfied with level at which Federal Character Policy guides the Recruitment and Selection practices into the NNPC. In contrast, most of the respondents (514 or 55.5%) were satisfied with the level at which Qualification, Training and Professionalism guides in the recruitment and selection into the NNPC. The results of the descriptive analysis reveals that majority of the respondents (659 or 71.86%) were not happy with the level at which political consideration

guides the recruitment and selection of employees in the organization. In addition, 507 (55.2%) of the respondents were not satisfied with the recruitment and selection practices of NNPC and its impact on employee career development, motivation, and commitment. Finally, 520 (56.1%) of the respondents are not satisfied with the overall practices of Recruitment and Selection of the organization.

It is clear from the results above that Recruitment and Selection practices in NNPC are marred by ethnicity, religion, political interference as well as indiscriminate external influences. In addition, merit system in NNPC is reduced. These problems influenced career development, so there is no established career path for every employee and professional groups in NNPC.

#### *Career Development*

The study sought to determine the extent of employees' career development in NNPC. The results are presented in Table 4.3.

Furthermore, the result reveals that employees in NNPC do not receive formal Career advice from their supervisors and managers. A total of 70.5% of the respondents confirm this. 599 or 64.7% of the respondents declined that there is a Formal Mentoring and Career Development workshops in the Corporation, (65.9%) disagreed that employees in the corporation know what the key skills are that Corporation needs in the next five years to achieve its objectives, (61.2%) are of the view that the business strategy of the Corporation is not consistently communicated to all levels of employees through the management chain, through special communications and through training and development activities, (85.9%) reflect that employees are not actively encouraged to share their knowledge with colleagues, not just subordinates, by coaching, mentoring and formal training within their work group and cross-functionally, (67.5%)

disagreed that there is ample Career advancement opportunities that is open to all relevant employees in the corporation and (68.8%) disagreed that there is visibility to Senior management in the organization on matters of career development.

It is evident from the results of descriptive analysis about Career development that there is no established career path for every employee and professional groups in NNPC; and training and development opportunities are not explicitly linked to the strategic direction of NNPC. As a result, employees do not really know the key skills that Corporation needs to achieve its objectives. In addition, employees in NNPC do not receive formal Career advice from their Supervisors and Managers. Table 4.4 presents the effects of Recruitment and Selection practices on career development in NNPC.

### *Inferential Statistics*

#### Regression Analysis:

Linear regression analysis considers the nature and form of relationship between any two or more variables. Simple regression analysis was carried out on the data to determine effect of recruitment and selection practices on employee career development. The data for recruitment and selection practices and employee career development were created by summing the items for each of the variable to create new variable. The results are presented in Tables 4.4.

Table 4.4 shows regression analysis between the explanatory variable (Recruitment and Selection practices) and Employee Career Development. The table shows the Unstandardized coefficient of Recruitment and Selection practices to be -0.895 ( $p=0.253$ ) meaning that Recruitment and Selection practices do not have statistically significantly effect on Employee Career Development in NNPC. This is further shown as  $F = 1.842$  with  $P > 0.05$ .) This means that subjective Recruitment and Selection practices negatively

influences Employee Career Development. The Table shows that there is moderate correlation ( $r=0.472$ ) between Recruitment and Selection practices and Employee Career Development. Further evidenced is the fact that the percentage of variance in employee career development explained by recruitment and selection practices is about 22.3%. The Table shows that r-squared ( $R^2$ ) which measure percentage of variance in dependent variable explained by explanatory variable does not exceed Durbin-Watson statistics, meaning that the model is not the case of spurious regression. This shows clearly that recruitment and selection practices have no significant effect on employee career development.

Thus the optimal model for the study is;

$$\text{Employees' Career Development} = 9.130 - 0.895 \text{ Recruitment and Selection practices}$$

### **Discussion**

The findings of hypothesis one shows that Recruitment and Selection practices have no significant effect on Employee Career Development. It indicates that Recruitment and Selection practices in NNPC are subjective. The result is supported by Tiemo and Arubayi (2012) who pointed out that there are unique similarities and differences in the recruitment practices of public and private firms. The authors also found out that the recruitment approaches and orientations of public firms in UK differed greatly from those that are practiced in Nigeria. The results are also supported by findings of descriptive analysis on recruitment and selection presented in Table 4.2 wherein 61.6% of the respondents indicated that they were not satisfied with the frequency of the recruitment exercises conducted in the Corporation, 57.1% respondents were not satisfied with the role ethnicity and religion played in the Recruitment and Selection into the NNPC and 71.86% of the respondents are not

happy with the level at which political consideration guides the recruitment and selection of employees in the organization. Again, the empirical findings of this hypothesis were supported by reports of the structured interview that Recruitment and Selection practices in NNPC are highly influenced by lot of external factors such as politics, favouritism, and many other external subjective factors. It was reported that Recruitment and Selection in the Corporation is done without the Career Development plan in place for the staff. Further revelation was that Recruitment and Selection practices in the NNPC do not show a match between the expected skill requirement and the need of the organization. For instance, at the point of Recruitment and Selection of Graduate Trainees, the successful candidates are placed on the Graduate Trainees training but as soon as the candidates are posted to their respective jobs or departments, he or she is left on his or her own to sort himself or herself out.

However, the finding is in contrast with the findings of Kumari, Bhat, and Pandey (2010) who found out that there is a positive relationship of effective and efficient recruitment and selection practices with organizational performance. Ombui, Elegwa and Gichuhi (2012) in their study found out that the correlation between employee performance and recruitment and selection were highly significant and so recommended that research institutes strictly adhere to job specifications when filling vacant positions. Although some other researchers have found positive relationship between effective and efficient Recruitment and Selection practices and organizational performance, the current study has discovered that Recruitment and Selection practices in NNPC do not translate into Employees' Career Development as a result of many internal and external factors that beclouded the process. Hence, it was concluded that Recruitment and Selection practices have no significant effect on Employee Career Development in NNPC.

#### 4.5 Analysis of Personal Interview

The study interviewed thirteen NNPC Executives and Directors. The purpose of the interview is to enable the researcher consider the appropriateness of the proposed theoretical framework and to validate the quantitative results obtained. The results of the personal interviews have been content analyzed and the views expressed by the interviewee executives are documented here. Verbatim reportage of some of their expressed views has been done to make readers have a feel of the real situations. Two questions were raised and the interviewee were provided answers to them. The results of their submissions are presented accordingly.

I. How would you describe HRM in NNPC in terms of its alignment with Employee Career Development in its policies and practices? What role does HRM play in the relationship between line managers and the HRM staff with regard to issues bordering on formal employee Career development in the Organization?

There are no formalized career development policies and practices in NNPC. NNPC HRM practices are poor when compared with other international firms suggesting absence of structured ECM system. NNPC has no alignment or synergy between the line managers and HRM regarding career development and in the few instances, they are never achieved. The roles of line managers in career development are not properly defined and aligned. The HRM staffs do not have the skills to provide the support needed by line managers for appropriate career development. In addition, the reports showed that there is no formal system that is based on HR management for merit driven system. Rather, the HRM is highly influenced from outside and so there is need for HRM in NNPC to evolve with modern trends. The structured performance management system in place put this is not aligned with any structured career plan for employees. Generally, there is no career path for employees; it is either haphazard or non-directional. However, though

relatively strategic but more can be achieved to challenge and reduce political interference.

How do the organization's HRM practices align with fairness to all regardless of their, ethnicity, State of origin, Gender, Religion in terms of placement, deployments and appointments? What role do these factors play in employee Career growth in Deployments and appointments? How would you describe the gender practices in the NNPC regarding Career Development?

There is no fairness in HRM practices particularly on decisions of posting, Career Development opportunities because the policies are not being followed. The invisible guidelines used in HRM practices are ethnicity, state of origin, gender and religion amongst other. The gender practices in NNPC are quite visibly discriminated against women particularly in the technical areas. The discrimination against women has to do with culture, religion, tradition, political and cultural considerations. Career progression is favourably tilted in favour of the men folks. Women are not given opportunity to prove themselves. They are seen to be weaker sex and may be distracted by domestic responsibilities, hence, heavy discrimination against them. Although the discrimination against women in NNPC, there are still not enough qualified women for career professional positions. As a result of this, deliberate policies on gender equality for appointment deployment, postings and enforcement should be put in place. Women should also work hard to prove themselves instead of relying on their feminine attributes. Finally, the results of the interview conducted reveals that HRM practices in NNPC are influenced by external factors order than merit. PMS is subjective and appointments are highly subjective.

### **Conclusion and Recommendations**

#### *Conclusion*

The research analysed the relationship between Recruitment and Selection practices and Employee Career Development in NNPC. This research revealed that recruitment and selection practices have no significant effect on employee career development in NNPC. The finding of the research provide both empirical and statistical evidences on the relationship between Recruitment and Selection practices and Employee Career Development in NNPC. The findings provide empirical and statistical evidences to show that Recruitment and Selection practices have no significant effect on employee Career Development in NNPC. This conclusion was arrived at by observing that NNPC does not have established Career path for employees and professional groups as reported by 67.9%. The result of the analysis reveals that majority (61.6%) of the respondents were not satisfied with the frequency of the recruitment exercises conducted in the Corporation. In addition, 51.2% of the respondents were dissatisfied with the level at which merit system is adopted in the recruitment and selection into the NNPC.

#### *Recommendations*

From the findings the study recommends that NNPC management must adopt openness and objectivity in the Recruitment and Selection Practices especially in the Recruitment and Selection of experience people. NNPC should proactively pursue a strategic approach to HRM practices and implement such practices to achieve employee career path and development. The study also recommends that NNPC management should give freedom to HRM professionals to handle the HR matters and play their advisory roles properly. HRM practices in the NNPC should engender fairness and objectivity in its practices. In addition, NNPC should continuously and continually strategizing and moving with the global trend in HR practices and to learn about future possibilities. The NNPC HRM should be more strategic and inclusive in its approach. HRM

must work in accordance with the CPGG and in line with the transformation initiatives. The NNPC management and staff should align themselves with strategies to survive the changing times. Government controls of NNPC need to be reduced; also external political interference should be reduced to the barest minimum. The Organization must be allowed to run as a growing concern.

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## APPENDIX

**Table 3.1: Reliability Test**

S/No	Variable	Cronbach's Alpha
1	Recruitment and Selection Practices	0.73
2	Career Development Opportunities	0.76

**Source:** Researcher's Survey 2016

**Table 4.1: Demographic Characteristics of Respondents**

Description	Characteristics	Frequency	Percentage (%)
Gender	Male	597	64.5
	Female	325	35.5
	Total	922	100
Working Experience	6-10yrs	83	8.9
	11-15yrs	155	16.8
	16-20yrs	203	21.9
	20yrs and Above	485	52.4
	Total		
Ranks	Top Management	14	1.5
	Middle Management	196	21.2
	Supervisory	716	77.3
Divisions	Group Managing Director's Office	65	7.0
	Finance & Services	256	27.6
	Commercial and Investments	291	31.4
	Exploration and Production	176	19.0
	Refinery & Technology	138	15.0

**Source:** Researcher's Field Survey Result, 2016

**Table 4.2: Descriptive Statistics Summary on Recruitment and Selection Practices**

Recruitment and Selection Practices	VS (%)	S (%)	SS (%)	SD (%)	D (%)	VD (%)	$\bar{X}$	SD
Overall, how satisfied are you with the Practices of Recruitment and Selection of the Organization?	74 (8.0)	230 (24.8)	216 (23.3)	173 (18.7)	184 (19.9)	40 (4.3)	3.67	1.383
How satisfied are you with the frequency of the recruitment exercises	10 (1.1)	111 (12.0)	231 (24.9)	245 (26.5)	271 (29.3)	49 (5.3)	3.11	1.168

conducted in the Corporation?								
What is your take on the level at which merit system is adopted in the recruitment and selection into the NNPC?	126 (13.6)	134 (14.5)	214 (23.1)	165 (17.8)	222 (24.0)	45 (4.9)	3.55	1.516
What is your level of satisfaction on the role ethnicity and religion play in the recruitment and selection into the NNPC?	27 (2.9)	167 (18.0)	184 (19.9)	212 (22.9)	194 (21.0)	122 (13.2)	3.14	1.421
How satisfied are you with the level at which Federal Character guides the Recruitment and Selection practices into the NNPC?	31 (3.3)	223 (24.1)	158 (17.1)	232 (25.1)	177 (19.1)	95 (10.3)	3.34	1.404
How do you view the level at which Qualification, Training and Professionalism guides in the Recruitment and Selection into the NNPC?	56 (6.0)	264 (28.5)	194 (21.0)	174 (18.8)	185 (20.0)	45 (4.9)	3.65	1.382
How satisfied are you with the level at which political consideration guides the Recruitment and Selection of employees in the organization?	15 (1.6)	87 (9.4)	156 (16.8)	278 (30.0)	230 (24.8)	151 (16.3)	2.81	1.264
How satisfied are you with the Recruitment and Selection practices of your organization & its impact on Employee Career development, motivation, and commitment?	30 (3.2)	196 (21.2)	187 (20.2)	194 (21.0)	182 (19.7)	131 (14.1)	3.23	1.441

Note:  $\bar{X}$  = mean, VS=Very Satisfied, S=Satisfied, SS=Slightly Satisfied, SD= Slightly Dissatisfied, D = Dissatisfied, VD = Very Dissatisfied

Source: Researcher's Field Survey Result, 2016

**Table 4.3: Descriptive Statistics on Career Development**

Career and Development	SA (%)	A (%)	SA (%)	SD (%)	D (%)	SD (%)	$\bar{X}$	SD
NNPC has an established career path the corporation use for	47 (5.1)	83 (9.0)	112 (12.1)	273 (29.5)	194 (21.0)	162 (17.5)	3.01	1.510

every employee & professional groups								
Employees in the corporation understand what to do to at any time to make progress in their career.	56 (6.0)	155 (16.7)	62 (6.7)	173 (18.7)	195 (21.1)	260 (28.1)	3.51	1.941
Training and development opportunities are explicitly linked to the strategic direction of NNPC	23 (2.5)	47 (5.1)	200 (21.6)	203 (21.9)	199 (21.5)	238 (25.7)	3.50	1.637
Employees in NNPC receive formal Career advice from their Supervisors and Managers.	39 (4.2)	69 (7.5)	149 (16.1)	215 (23.2)	214 (23.1)	224 (24.2)	3.52	1.352
There is a Formal Mentoring and Career Development workshops,	29 (3.1)	100 (10.8)	180 (19.4)	182 (19.7)	215 (23.2)	202 (21.8)	3.26	1.425
Employees in the corporation know what the key skills are that Corporation needs in the next five years to achieve its objectives.	18 (1.9)	159 (17.2)	117 (12.6)	167 (18.0)	199 (21.5)	245 (26.5)	3.21	1.698
The business strategy of the Corporation is consistently communicated to all levels of employees through the management chain, through special communications and through training and development activities	27 (2.9)	177 (19.1)	88 (9.5)	185 (20.0)	193 (20.8)	234 (25.3)	3.33	1.690
Employees are actively encouraged to share their knowledge with colleagues, not just subordinates, by coaching, mentoring and formal training within their work group and cross-functionally	23 (2.5)	96 (10.4)	35 (3.8)	145 (15.7)	497 (53.7)	153 (16.5)	2.38	1.996

