

Moderating Role of Leadership in Recruitment Process and Employee Job Performance in Ekiti State Civil Service Commission

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ABSTRACT: This study examined moderating role of leadership in recruitment process and employee job performance in Ekiti State Civil Service Commission. The objective is to determine the impact of moderating role of leadership in recruitment process and employee job performance, to examine the influence of performance assessment on employee job performance. The study adopted a descriptive survey research design to gather needed data. The sample size of Ekiti State Civil Service Commission is 128. The findings of the study revealed that leadership role have significant relationship between recruitment process and employee job performance. It is therefore concluded that role of leadership in recruitment process rely on employee job performance. The study recommends that moderating role of leadership should be emphasized, as doing so brings about effectiveness in employees' job performance.

KEY WORDS: Recruitment Process, Personality Assessment, Employee Job Performance, Leadership Role.

INTRODUCTION

Any corporate organization's primary objective is to put in place strategies that will motivate staff to perform better on the job and increase the organization's competitiveness. Organizational management has always faced considerable challenges with regard to employee job performance (Lee & Wu, 2011). As a consequence of the measures taken to accomplish a goal based on certain standards, employee job performance is evaluated. All non-observable mental processes, such as problem-solving, decision-making, programme planning, and reasoning, may be included in this (Bailey & Robert, 2003). According to Liao, Lu, Huang, and Chiang (2012), occupation performance is the yardstick for advancements, layoffs, incentives, penalties, evaluations, and compensation adjustments. Additionally, it meets their demand for self-awareness. The efficacy of an employee's precise activities that help the organisation achieve its goals is also shown by the employee's job productivity. It is described as the process for carrying out work duties in agreement with the established job specification. Performance is the action of completing the work within the established restrictions (Iqbal, Ijaz, Latif & Mushtaq, 2015). Recruitment practises are the foundation upon which all human resources management functions are built; without the

right people chosen through the right channels, none of the other activities will be successful. Frontline, middle, and senior managers as well as human resources consultants must constantly assess and enhance their hiring practises in order to guarantee that they are successful in supplying organisations with the best employees in terms of their credentials, competences, and work behaviours (Luba, 2016). The recruitment of potential employees, according to Raziq (2017), is the primary factor in developing professional human resources. Greater recruiting tactics, in the opinion of Kumari (2012), lead to better organisational results.

Statement of the Problem

In recruiting the employees, it has been observed that the aspect of moderating role of leadership is being biased in the sense that, the vacant position in the organization has not been place with rightful candidate which leads to poor employee job performance. According to the study, it is learned that further researchers have looked into the Recruitment Process and Employee Job Performance in different sector but not much work has been done to scrutinize the role of leadership in recruitment process and employee job performance. The research was carried out to fill this gap by examining moderating role of leadership in recruitment process and

employee job performance in Ekiti State Civil Service Commission.

Research Objectives

The broad aim of the study is to determine moderating role of leadership in recruitment process and employee job performance in Ekiti State Civil Service Commission. Specifically, the study seeks, to:

- i. examine the influence of personality assessment (knowledge based, qualification, temperament) on employee job performance.
- ii. determine the impact of moderating role of leadership on recruitment process and employee job performance.

Research Questions

- i. What is the level of influence of personality assessment on employee job performance?
- ii. To what extent does leadership role moderate the influence of recruitment process on employee job performance.

Research Hypotheses

H₀₁: Personality assessment (knowledge based, qualification, temperament) does not have significant influence on employee job performance.

H₀₂: Leadership role does not moderate any significant influence between recruitment process and employee job performance.

LITERATURE REVIEW

Recruitment Process

The recruitment process is the procedure for locating and snagging a suitable candidate to fill the open job (Anwar & Abdullah, 2021). The hiring process is a systematic process that takes a lot of time and resources from finding candidates to organising and directing the interviews. Internal and external sources are the two basic types of recruiting (Gardi et al. 2020).

Renuka and Vijaya (2014) defined recruitment as the process of finding candidates for employment and motivating them to submit appropriate and affordable job applications. Applicants are vetted and selected throughout the hiring process, applications are drawn to the vacancy, candidates are hired, and the new employee is incorporated into the business. It is a strategy for finding and enticing competent job prospects. The process begins when new recruits are required, and it is completed when their applications are submitted. There is a pool of candidates as a consequence, from whom new personnel are selected.

Personality Assessment

Personality evaluations are another name for personality assessments. This involves the use of expert and observer evaluations, the creation of items devoid of blatantly desired

replies, the adjustment of scores to allow for faking, test instructions, and the testing of measures under both "honest" and "faking" circumstances (Rothstein & Goffin, 2006). Faking is only one challenge that organisations that employ personality testing for recruiting must overcome. For instance, some examinations may unfairly and unfavourably affect some groups of job candidates (e.g., people with disabilities; Ellin, 2012). In addition, there are other personality tests available, some of which are based on scant empirical research into their validity—that is, their capacity to forecast future attitudes or performance—in the workplace. Numerous organisational tasks, such as hiring choices, determining career or occupational pathways, and demonstrating interpersonal team dynamics, are made easier by personality assessments (Costa, 1996; Hogan, 1991; Hough & Schneider, 1996). The majority of personality tests include respondents filling out self-report questionnaires on their habits, attitudes, and preferences. The answers to these questions are then used to determine the degree to which a person possesses particular personality traits (McCrae & Costa, 1996). Personality assessment is a methodical strategy to gauge a candidate's performance level (Grote, 2002).

Employee Job Performance

Employee job performance is determined by how they act and how successfully they carry out the tasks that have been given to them (Pradhan & Jena, 2016). To understand effectiveness on the job, it is essential to understand how work performance, people, and situational factors relate to one another. The profitability of a business is significantly impacted by employee performance. (Bevan, 2012). Performance is crucial for organisations because successful businesses are built on successful employees. Additionally, individuals place importance on performance since completing chores may be a source of joy (Muchhal, 2014). Employee work performance is defined as actions taken or behaviours displayed in support of the organization's goal (Motowidlo, Borman & Schmit, 1999).

Leadership Role

When a person or group of people are able to motivate the group's members to work voluntarily toward common objectives while having a clear understanding of what needs to be done, they are assuming the leadership role in the organisation. Any situation in which someone is seeking to influence the behaviour of an individual or group can be considered a leadership situation. Therefore, everyone tries their hand at leadership at some time, whether their efforts are centred on a business, educational institution, political organisation, organisation for economic progress, or family. The power to inspire people by unleashing their potential to make a difference is Blanchard's more recent definition of leadership (Blanchard, 2010). Similar to Northouse, who defined leadership as the ability to persuade groups of people

to work toward common objectives or desired results (Northouse, 1997).

Theoretical Framework

Birger Wernerfelt's theory of the resource-based view (1984). The majority of academics, however, credit Jay Barney as the founder of the contemporary RBV of the corporation. According to this idea, there may be heterogeneity in the firm-level variations among businesses, which permits some of them to maintain a competitive edge. According to Barney's resource-based perspective (RBV), a company can maintain a competitive edge if its employees management base cannot be duplicated or substituted by competitors. Resource Based Theory, companies should regularly evaluate its workforce to make sure the right people with the right skills are assigned to the correct departments in order to maintain a long-term competitive edge (Barney, 2001). If this isn't the case, companies should make up the difference by adopting the right employment procedures and selection standards. The calibre of a company's staff and the efficacy of its working relationships are said to be its main sources of strength or weakness, according to the theory. In addition to this assertion, Neeraj (2012) provided evidence supporting Resource Based Theory that organisations that acquire and retain excellent people have the ability to develop a human capital advantage.

The Human Capital Theory, created by Gary Becker in 1962, holds that each employee has a certain set of skills or aptitudes that may be enhanced or improved with training and education. According to the central principle of Adam Smith's (1723), Human Capital Theory, which was advanced in Teixeira (2002), people are fixed capitals, similar to machines, since they have valued qualities and abilities that have actual costs and generate profits. The foundation of the human capital theory, according to Armstrong (2006), is that people are now acknowledged as constituting a significant source of competitive advantage and making a significant contribution to organisational performance thanks to their combined skills, abilities, and knowledge as well as their ability to use these in the best interests of the employing organisation.

This study is anchored on the Resource Based View Theory and the Human Capital Theory since both theories have demonstrated that placing individuals in jobs that need the right mix of talents and abilities may help a business flourish and keep a competitive advantage.

Empirical Review

Ekwoaba, Ikeije, and Ufoma (2015) look at how hiring and selection practises affect business success. The objective was analysed using a quantitative manner. The research used a survey approach, and a well-structured questionnaire was used to gather data from a sample size of 130 respondents. The results showed that recruitment and selection measures

have a considerable impact on an organization's performance, and that this impact is inversely correlated with the objectivity of the criteria.

In order to shed additional light on the mediating relationship between these two, Aruna (2014) investigated the association between recruiting and selection methods and business performances of SMEs. A systematic questionnaire was created and distributed to 436 manufacturing SMEs in the Aichi prefecture. 144 companies answered, yielding a response rate of 32%. According to the data analysis, there is a positive relationship between hiring policies, corporate culture, and the financial accomplishment of Japanese manufacturing SMEs. A statistically significant mediation association between HR outcomes for hiring and selecting employees and company success in Japanese SMEs was revealed by the study.

The performance of the Ghana Revenue Authority in the Greater Accra area was reviewed by Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku, and Siaw (2013) based on the use of recruiting and selection tools. A systematic questionnaire was used to gather the data for that objective. A convenient sample method was used to choose 160 respondents from the Ghana Revenue Authority district offices in the Greater Accra area. The requirement was that all responders, with the exception of the human resources department, were employed in various capacities within the Ghanaian district that was chosen. Data were examined using the statistical techniques of correlation and regression in the programme SPSS-20.0 edition. The study's findings indicated a strong positive association between the concepts of productivity and performance-based incentives.

Adeyemi, Dumade, and Fadare (2015) evaluate how hiring and selection practises affect business performance. The aim of the study was to learn more about the policy or practise governing recruitment and selection, its impact, its drawbacks, and potential solutions for bettering human resource development and planning. Through the use of a questionnaire, the study gathered data from 20 respondents who were members of the Odogunyan branch staff of Access Bank. The findings show that the most common methods for finding new employees include posting job openings on public job boards, using employment agencies, and employee referrals. It was also discovered that the technique employed in the hiring and selection process was quite successful and, in addition, aided in raising staff productivity. The study found that there are several difficulties in the recruiting and selection process as well.

The performance of Tanzania's public water utilities is examined by Adam, Stella, Szumbah, and Agasa (2016) in relation to recruiting and selection practises. They employed both descriptive and correlational research. A total of 1,355 public water utility employees were the focus of the investigation. 417 workers were chosen as the sample size.

“Moderating Role of Leadership in Recruitment Process and Employee Job Performance in Ekiti State Civil Service Commission”

Utilizing employee surveys and in-person interviews with line managers, data were gathered. Frequency, means, standard deviation, percentages, and tables were among the correlation between hiring and choosing employees and the performance of public water utilities.

The impact of recruiting and selection on the productivity of Diamond Bank Plc, Abuja, was studied by Akyuz and Opusunju in 2019. The research design for the study was survey-based. Three hundred forty-four (344), or all of the personnel at the fifteen (15) Diamond Bank branches in Abuja, make up the study's total population. 185 respondents made up the sample size. Out of the 185 questionnaires that were issued, only 129 were retrieved and used for the analysis, which was mostly done using the primary source of data. The data was analysed using a correlation matrix and multiple regression. It was revealed in the study that a substantial positive association exist between selection and employee performance in Diamond Bank branches in Abuja as well as a large positive relationship between recruiting and employee performance.

In their research of recruitment and selection, Hamza et al. (2021) used telecom companies to examine the connection between selections and organisational performance. The study's analysis employed a quantitative approach. Using descriptive analysis, sample sizes of 69 respondents were recorded for the study. According to the research, there are

descriptive statistics employed; ANOVA was used for inferential analysis. The findings showed a statistically significant

no racial or gender distinctions in internal advancement at telecommunications companies. While the present study broadens the focus to include the moderating influence of leadership in influencing the recruiting process and employee job performance, this study exclusively focused on promotion.

METHODOLOGY

In this study, survey research design was used. The whole Ekiti State Civil Service Commission was examined. There are 128 staff employees in all (Researcher survey, 2022). The entire population was used as the sample size because the population is not very large.

The tool utilised to get information from respondents was questionnaire. The questionnaire had two sections: Section A was for demographic information, and Section B was for questions about hiring practises and job performance. The survey's instrument was a five-point Likert-style rating scale on which the respondents indicated how much they agreed with each statement. Strongly agree = 5, agree = 4, undecided = 3, disagree = 2, strongly disagree = 1. The study adopted regression analysis as the method of data analysis.

RESULTS AND DISCUSSION

Hypothesis One: Personality assessment does not have significant influence on employee job performance.

Table 1: Summary of the Multiple Regression Analysis of the Interactive (Relationship) between Personality assessment and employee job performance among the staff of Ekiti State Civil Service Commission.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.569 ^a	.323	.314	2.832294

*p<0.05 a. Predictors:(Constant), Personality Assessment (PEAv)

Table 1 displays R2value as = (0.323). This demonstrates the favourable impact that Personality Assessment (knowledge-based, qualification-based, and temperament) factors have on employee work performance. By concurrently pooling all components, this model is able to predict 32.3% of the

variation in job performance, which signifies that 32% of the variance is caused by the predictors included in this model. The level of employee job performance can be predicted by the recruitment process through personality assessment in civil service commission in Ekiti state.

Table 2: Multiple Regression Analysis Showing Significance of Predictors on the employee job performance

Model	Sum of Square	df	Mean Square	F	Sig
Regression	483.066	1	483.066	60.221	0.00
Residual	3072.269	125	8.022		
Total	3555.335	126			

*p<0.05 a. Dependent Variable: Employee job Performance

The findings in table 2 shows that personality assessment measures used in the chosen study area significantly predict the level of employee job performance, $F(1,126) = 60.221$, $p > 0.05$ F - statistical shows that the total regression model is highly statistically significant in terms of its goodness of fit

since the value of $F_{tab}(1,126) > F_{cal}(60.221)$. As a result, the study comes to the conclusion that personality evaluation positively and significantly affects employee work performance.

Hypothesis Two: Leadership role does not moderate any significant influence between recruitment process and employee job performance.

Table 3: Model Summary of Moderating effect of leadership role on recruitment process and Employee Job Performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Without moderator	.669 ^a	.447	.438	0.25830
With moderator	.718 ^b	.516	.503	0.24227

a. Predictors: (Constant), RECP

b. Predictors: (Constant), RECP, RECP* Leadership Role

Table 3 gives R²value without moderator variable gives = (0.447). It represents that recruitment process variables have positive influence on employee job performance. Hence, this regression model is predicting 44.7% of the variance in the job performance pooling all factors together simultaneously. More so, when leadership role is involved as a moderating factor the R²value change, it increases to 52%.The level of employee job performance can be significantly moderated by the leadership role in the recruitment process among the staff of civil service commission in Ekiti state.

DISCUSSION OF FINDINGS

Based on the results, the following findings were drawn. This study assesses the impact of recruitment process on employee job performance with the moderating factor of leadership role. The result shows that recruitment process variables have positive influence on employee occupation performance. It is revealed that personality assessment contributes significantly to employee job performance. The conclusion was supported by the study of Dumade and Fadare (2015) which examines the influence of recruitment process on organisational performance. The result showed that there is significant influence of recruitment process on organization performance.

RECOMMENDATIONS

The study's findings showed that there is existence of the positive association between the recruitment processes and employee job performance. Specifically, the study recommends the following:

- It is recommended that personality assessment should be given utmost priority to enhance the performance of employee in Ekiti State civil service commission.
- Also, leadership must play a substantial role, unbiased role in the recruitment process in an organization.

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