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## The Impact of Staff Selection Process on Organizational Performance: Case Study of NASCO Group of Company, Jos Plateau State, Nigeria

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### **Abstract:**

*Aim: This study aims to examine the impact of staff selection process on employee's productivity and organizational performance in NASCO Group of Company.*

*Purpose of Study: Selection process in a company is an important criterion for effective productivity and output of services and performance appraisal. The study focused on the major barriers between effectiveness and efficiency in an organization for performance appraisal.*

*Methodology: The research design used for this study was mixed or hybrid method, which includes quantitative and qualitative analysis (distribution of questionnaires and interview methods) to generate responses from employees in the company. The employees interviewed were selected from the Departments of Human Resource, Accounts and Productions, while employees who filled the questionnaires, were drawn from various departments of production, processing, assembling, sales and accounts of the company. Data was generated from 250 respondents who filled the questionnaire and nine randomly drawn employees of the company who were interviewed.*

*Findings: The study noted that if an organization makes poor selection in recruiting its employees, there will be poor performance appraisal and poor organizational output.*

*Conclusion: The study concluded that the greatest asset of an organization are they employees, and efficiency and effectiveness of a company, lies in the best practices of the selection process.*

*Recommendations: The study recommends that for effective performance management and appraisal, private business organizations, generate revenue through employees performance output and self-motivation and if the right people are recruited into the department base on their field of discipline, they will perform maximally and company's productivity will improve.*

**Keywords:** Impact, staff selection, employee output and organizational performance

### **1. Introduction**

Employee selection and processes involved, is said to be a very critical for the development of an organization. The process of employee motivation, employee performance management is very critical. Human resource managers. The best investments in an organization, are the employees the organization has, and the process of employee selection is very critical towards organizational output of goods and services. The business environment has advanced to a more fundamental and globalized world of business; involving strategies and competitive market development and expansion of supply, manufactured goods and services, to meet the global needs of demand and supply, as well as organizational human capital development. For managers to be highly successful and competitive as well as the organizations they lead, it is imperative that the business enterprise depends substantially on the efficiency of staff selection and the processes involved. The selection of staff requires calls for applications, aptitude test, examination and referee checks for recruiting potential candidates and applicants in numbers and quality. This is the best way or process for organization to get the most appropriate people to fill the vacant positions. This study was therefore conducted to assess the Impact of Staff selection process on organizational performance, using the NASCO Group of Company, Jos Plateau State as Case Study.

#### *1.1. Statement of Problem*

There has been some fundamental problem towards the process of selection and recruiting potential candidates to fill vacant positions in public and private companies. Some of the contemporary issues include, favoritism, tribal sentiments, ethnicity, and state of origin. Most times the process of recruiting potential candidates has to do with family connections. This has been a bane in the Nigerian system in both public and private institutions, and this has become worrisome such that it affects company's output and performance management. Those who are qualified and meant to do

the job professionally are left to roam the streets seeking for other alternatives, while the unqualified candidates are picked to do the jobs meant for professional graduates in the field. These problems have affected the private companies in Nigeria, and that is why most of the goods manufactured in public and private companies in Nigeria can't be exported outside the country, in addition to not meeting international standard and quality. There are said to be more problems in or within multinational and national companies in Nigeria that issues are individual based, rather than company's policy direction. If the selection process in companies are done according to laid down policies, it will reflect on the company's service delivery, performance output and customer loyalty. This are a few among the numerous problems in both public and private companies in Nigeria in the process of selecting and recruiting potential candidates for organizational performance.

### 1.2. Research Objectives

The objectives of this paper is to assess the impact of selection for organizational performance using NASCO Group of Company as a Case Study. The specific objectives are as follows:

- To determine the significant difference between factors of Selection Process and employees performance in NASCO Group of Company.
- To examine the major selection process involved in employee's recruitment and assess performance appraisal
- To determine the significant difference among factors influencing Selection Process in NASCO Group of Company.

### 1.3. Research Questions

The research questions of this study developed are as follows;

- Does the Selection Processes Employed by NASCO Group very efficient?
- Does the Selection Process employed by NASCO Group enables the company improve in performance output and service delivery?
- Is there significant difference between factors influencing selection process in NASCO Group?

### 1.4. Research Hypothesis Statement

Following the problems identified and highlighted and the objectives of the study, the following null hypothesis are developed.

- Ho1. There is no significant difference between the Selection Processes employed by NASCO Group and other Group of companies.
- Ho2. The Selection Process employed by NASCO Group does not significantly help the company performance output and service delivery.
- Ho3. There is no significant difference between factors influencing Selection Process in NASCO Group.

## 2. Literature Review

### 2.1. Conceptual Framework

The concept of staff selection in a company or organization, can be said to be a process of evaluating information, collection of applicant's documents and documenting individuals in order to offer or give them employment. Stoner et al (), view the process of staff selection as a process of gathering information for the purpose of evaluating and deciding those to be hired for both long and short period of term or fill a vacant available position. Selection is said to be different from recruitment. While recruitment is seen as a positive approach towards employing staff as it motivates more candidates to apply vacant positions by creating a pool of applicants, selection is seen as a negative approach, as candidates who are not qualified are most times offered the job meant for those who are qualified. Recruiting super cedes selection when it comes to staffing process.

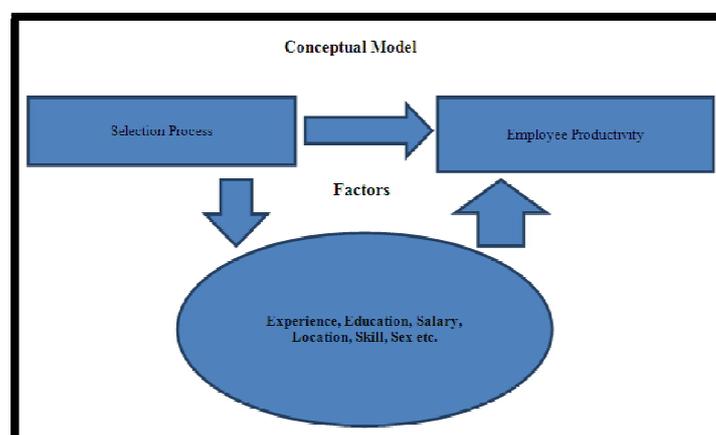


Figure 1: Factors Influencing Selection Process and Relationship with Employee Productivity)

Source: Authors Model

Organizations productivity, relates to efficiency and effectiveness. Efficiency and effectiveness is the degree to which a system or consumption of organizational resources. Efficiency is doing things right. It is measured by a ratio of output produced to resources used. Effectiveness is the degree to which a goal is achieved and suggest a quality of output measurement. It means doing the right thing, at the right time at the right place. Productivity in an organization or company, especially manufacturing companies, is said to relate on how many valuable resources are used relative to what are produced (efficiency) and the ability of the manufacturing process to produce the desired result effectively

## 2.2. Theoretical Review

The theory as postulated by Alec Rodgers (1952), in his seven plan model, noted that several steps, should be followed in the selection process by management of any organization and also, Munro Frazer developed the fivefold model for selection process. These theories can be said to provide good framework towards selecting the best candidates for the job. Alec Rodgers, he noted that the seven point plan, is to provide a rough sketch of a scientifically defensible system, which can be used for assessment and occupational potentialities. This is intended to be used to conduct and interpret job analysis in human terms and to set standards for individual candidates or applicants. The seven point plan, according to Alec Rodgers, include;

- Physical make up: This according to him has to do with the health status of an applicant.
- Attainment: This has to do with educational background of the applicant
- General Intelligence: Display of intelligence and knowledge
- Special Aptitude: This has to do with special talents such as using figures and mechanical aptitude
- Interest: This has to do with being physically active, social, artistic and practical constructional
- Disposition: This has to do with how acceptable the applicant is top other people.
- Circumstances: this has to do with the applicant's immediate family or what the applicants' family do for a living.

According to Munro Frazer (1953), he propounded fivefold grading scheme, which are as follows;

- Impact: This has to do with speech and appearances.
- Acquired Qualification: The applicant's level of educational attainment or vocational qualification.
- Innate Abilities: This has to do with attitude towards leaning in the organizational and how fast a candidate can pick up in the organization.
- Motivation: This has to do with the major goals set by the individual or applicant for self-actualization
- Adjustment: according to him, this has to do with emotional ability to get on with people.

Henri Fayol (1916) in his work on fourteen principles of Management, which are considered statements that are based on fundamental organizational truth noted that in an organization there are guidelines when it comes to decision making and organizational management actions. He further postulated, that they are drawn by certain means of analysis and observations that some top-level managers encounter at work place or practice.

## 2.3. Review of Empirical Literature

Ho Minh (2009), adopted a survey design research and findings in their study and noted that selection criteria have a significant effect on organizational performance. They also noted that the more objective, the selection criteria, the better the company's performance output, management and service delivery and that will ensure, employees are motivated when the right people are selected to perform certain functions based on field of discipline. Mavis (2014), using the survey designed for data collection and analysis postulated that recruitment and selection practice in companies has a positive relationship with organizational performance. The success of every company or organization lies with the investment in recruitment and selection an organization puts to recruit the best team. Raymond and Caroline (2014) reported a strong positive relationship between employee selection and service delivery. When a company employs effective workers there are possibilities that the newly employed staff will produce results for the interest of company and productivity in service will invariably improve. Ukpafe (2014), in his study on the effects of recruitment and selection processes on the productivity of manufacturing companies noted that one of the challenges of underperformance in public and private institutions is because the wrong unqualified people are selected to manage institutions that are meant for qualified people and that leads to poor performance management, low productivity and poor output in service quality. This sometimes led to the closure of the organization. Winston (2008), postulated that the development of certain qualities in an organization influences the relationship between effective leadership and organizational success. When the right people are selected in a transparent manner it is a success tool for organizational performance. The development of certain qualities in an organization by a leader influences his employees to perform effectively and that contributes to organizational success. From his analysis, the concept of leadership theory best describes his study. Basically, in an organization, the leader sets standards for his employees for organizational performance output and service delivery. It is pertinent to note that the leader gives direction for employee's selection process, how the selection process should be done, how the selection process should reflect on organizational policy.

## 3. Research Methodology

The Research design adopted for the study was mixed method (Quantitative and Qualitative method). For the quantitative method, the researcher designed the questionnaires in Likert Scale format, which was used to elicit responses from the respondents, and for qualitative method, an interview procedure, was used whereby, nine interview questions were designed to get first hand responses from the employees, their perspective and perception of the people interviewed.

A population size of 250 was employed for the purpose of the study and for the interview procedure, nine (9) management staff from department of human resource, accounts and production were contacted for the interview procedure. Since the population was a definite one, the researcher used the Taro Yamene formula to obtain a random sample size of selected 250 from selected departments of Production, Processing, Assembling, Sales and Accounts. The analysis was carried out using table frequencies and percentages. Independent t -test was used as the statistical tool to test the hypotheses aided by Statistical Package for Social Sciences (SPSS) version 2.0. For the purpose of the study, the researcher adopted the five Likert scale to formulate the questions for the purpose of data analysis.

S/N		SA	A	U	D	SD
1	NASCO Group Selection Process was based on filling application form.					
2	The Interview procedure was used for the selection.					
3	NASCO Group selection process and procedure is based on skills, abilities and innovation.					
4	The Selection Process in the company is based on personality test and examination procedure					
5	The Selection Process mentioned above were tools used in the NASCO Group.					

*Table 1: Assessing Personality Selection Process*  
Strongly Agree = SA, Agree = A, Undecided = U, Disagree = D, Strongly Disagree

S/N		SA	A	U	D	SD
1	NASCO Group of Selection of employees is equality based.					
2	Employees selected produce standard set by Nasco Group.					
3	Profits and volume sales increased after selecting new employees.					
4	NASCO Group profits exceeded cost of sales after selection of employees.					
5	Market share increased after selection of new employees.					

*Table 2: Assessing Industrial Selection Process and Performance Appraisal*

### 3.1. Reliability and Validity of Questionnaire Result

Reliability and validity was carried out in a research study to enable the researcher know the validity of the questionnaires used for the purpose of the study and also to check the number of questionnaires administered, questionnaires valid, questionnaires missing, questionnaires invalid and questionnaires retrieved. For the purpose of this study below is the table of the result of the questionnaires retrieved.

	Number	Total
Questionnaires Administered	250	
Questionnaires Retrieved	224	
Questionnaires Valid	212	
Questionnaires Invalid	12	
Questionnaires Missing	26	
Total	212 + 26 + 12	250

*Table.3 Result of Questionnaires Retrieved*

### 3.2. Rule of Decision

When Null hypothesis of p-value is less than 0.05 ( $p < 0.05$ ) it should be rejected and accept Null Hypothesis if p- value is greater than 0.05 ( $p < 0.05$ ).

### Interview Method and Procedure

The questions were designed from past research literature review arts, journals, articles, and papers in the areas where research were previously conducted in the areas of selection process, recruitment and selection in both public and private institutions. The questions were designed and structured for easy understanding. The researcher selected three employees from each department of Human Resource Department (Human Resource Manager, Deputy Human Resource Manager and Secretary), Accounts department (Account Manager, Sales Manager, Head of accounts and records) and in Production Department (Quality Control Officer, Head of Export and Import and Head Marketing and Production services. The interview session was held in privacy and confidentiality.

S/N	
1	Was the selection process strictly on filling application form?
2	Was the Interview procedure the tool used for the selection?
3	The selection process in the company was based on personality test and examination procedure?

Table 4: Assessing Personality Selection Process (Human Resource Unit)

S/N	
1	Employees selected produce standard set by the industry?
2	Profits and volume sales increased after selecting new employees?
3	Market share increased after selection of new employees?

Table 5: Assessing Industrial Sales and Profits (Accounts Unit)

S/N	
1	The output of products produced was of good quality after the selection of employees?
2	How can you Assess the performance output of the company after the selection of new Employees?
3	Was there increase in in number of goods produced by the company?

Table 6: Assessing Industrial Production Output and Quality

#### 4. Data Analysis

The analysis from the study as presented in the various tables below, with interpretations, enabled the researcher to present its findings based on the responses from the respondents of the questionnaires distributed. Below are the interpretations;

##### 4.1. Quantitative Method

Results from table 7 below:

- The selection was strictly based on filling application form. 40 respondents representing 36% strongly agreed, 36, and 32% agreed, 2-2% undecided, 19-19% disagreed and 12 respondents 13% strongly disagreed.
- The Interview procedure was the tool used for the selection. 46 respondents 43% strongly agreed, 30 - 27% agreed, 24 - 22% disagreed and 9 respondents 8% strongly disagreed.
- The industry selection process and procedure is based on skills, abilities and innovation., 27 respondents 26% strongly agreed, 43 39% agreed, 8 - 7% undecided, 4 - 4% disagreed and 27 respondents 24% strongly agreed.
- The selection process in the industry is based on personality test and examination procedure, 11 respondents representing 12% strongly agreed, 51- 46% agreed, 3-3% undecided, 26 23% disagreed and 18 respondents 16% strongly disagreed.
- The selection process mentioned above were tools used as in the industry.22 respondents 20% strongly agreed, 36 32% agreed, 27-26% disagreed and 24 respondents 22% strongly disagreed.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
40 – 36%	36 – 32%	2-2%	19 – 17%	12 - 13%	109 - 100 %
46- 43%	30 – 27%	NIL	24 -22%	9 - 8%	109 - 100%
27 – 26%	43 – 39%	8 – 7%	4-4%	27 - 24%	109 – 100%
11 – 12%	51 – 46%	3-3%	26 -23%	18 -16%	109 – 100%
22 – 20%	36 – 32%	NIL	27 – 26%	24 - 22%	109 – 100%

Table 7: Result of Respondents from Assessing Personality Selection Process

Result from table 8 below,

- The output of the selection of employees is equality based., 4 respondents representing 4% strongly agreed, 21- 20% agreed, 11 - 10%) undecided, 44 - 42% disagreed and 25 respondents 24% strongly disagreed.
- , Employees selected produce standard set by the industry, 15 respondents 14% strongly agreed, 18 - 17% agreed, 11% undecided, 48 - 48% disagreed and 19 respondents 20% strongly disagreed.
- The industry selection process and procedure is based on skills, abilities and innovation. , 9 respondents 9% strongly agreed, 19 - 18% agreed, 4 - 4% undecided, 53 - 52% disagreed and 18 respondents 17% strongly agreed.
- The industry profits exceeded cost of sales after selection of employees., 4 respondents representing 4% strongly agreed, 19 respondents 18% agreed, 3 respondents 3% undecided, 56 respondents 55% disagreed and 21 respondents 20% strongly disagreed.
- Market share increased after selection of new employees., 23 respondents 22% strongly agreed, 22 - 21% agreed, 7 - 6% undecided, 29 - 28% disagreed and 22 respondents 23% strongly disagreed.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
4 -4%	19 – 20%	11 – 10%	44 -42%	25-24%	103-100%
15 -14%	18 – 17 %	1-1%	48 – 48%	21-20%	103 -100%
9-9%	19 – 18%	4-4%	53 – 52%	18-17%	103-100%
4-4%	19 – 18%	3-3%	56 – 55%	21-20%	103 – 100%
23-22%	22 – 21%	7-6%	29 – 28%	22 -23%	103-100%

Table 8: Result from Assessing Industrial Selection Process and Performance Appraisal

#### 4.2. Test of Hypothesis

According to Levene's test of hypothesis", Levene's test can be used to verify assumption. It is an inferential statistics used to assess the equality of variances for a variable (Independent, Mediating or Dependent) calculated for two or more groups. If the resulting Probability Value (P-Value) test is less than some significant level (typically 0.05), the obtained difference in the sample is unlikely to have occurred based on the random sampling from the population with equal variances and we say possibly ~~say~~ NULL hypothesis of equal variances is rejected and conclude that there is a difference between variances in the population.

##### 4.2.1. Testing Hypothesis One

- Ho1. There is no significant difference between the Selection Processes employed by NASCO Group and other Group of companies.

Result: From the table below the result indicates that (201.928) = 2.957, p- value =.003 and since the probability value of 0.003 is less than 0.005 (0.003 < 0.05) the null hypothesis is rejected and the alternative hypothesis is accepted.

	Levene's Test For Equality of Variances	t- Test For Equality of Means						95% confidence interval of difference (Lower)	(Upper)
		F	Sig	T	Df	Sig 2 tail	Mean diff		
Equal Variances Assumed	7.593	.008	-2.976	214	.003	-384	.128	-638	-127
Equal Variances Not Assumed			-2.957	201.928	.003	-382	.140	-636	-129

Table 9: Result of Testing Hypothesis One

##### 4.2.2. Testing Hypothesis Two

- Ho2. The Selection Process employed by NASCO Group does not significantly help the company performance output and service delivery.

Result: The table below shows the result (212.658) = 6.129, p value = 0.001, the null hypothesis is rejected because probability value (0.001) is less than 0.005 (0.001 < 0.05) and it implies the alternative hypothesis is accepted.

	Levene's Test For Equality of Variances	t- Test For Equality of Means	T	Df	Sig 2 tail	Mean diff	Std error difference	95% confidence interval of difference (Lower)	(Upper)
Equal Variances Assumed	4.714	.043	6.108	212	.001	.959	.155	.648	1.269
Equal Variances Not Assumed			6.129	212.658	.001	.959	.158	.640	1.266

Table 10: Result of Testing Hypothesis Two

##### 4.2.3. Testing Hypothesis Three

- Ho3. There is no significant difference between factors influencing Selection Process in NASCO Group.

Result: The table below shows the result  $(202.227) = 0.308$ ,  $p$ -value = 0.758 fails to support the rejection of null hypothesis, because  $p$ -value (0.758) is greater than 0.005 ( $0.758 > 0.05$ ), therefore null hypothesis is accepted and alternative hypothesis is rejected.

	Levene's Test For Equality of Variances	t- Test For Equality of Means						95% confidence interval of difference (Lower)	(Upper)
		Sig	T	Df	Sig 2 tail	Mean diff	Std error difference		
Equal Variances Assumed	6.886	.007	.310	212	.758	.044	.136	-227	.314
Equal Variances Not Assumed			.308	202.773	.758	.044	.136	-220	.317

Table 11: Result of Testing Hypothesis Three

#### 4.3. Interview Method

The discussion as presented in the various tables below, with interpretations, enables the researcher to present its findings based on the responses from the respondents. In this paper, the respondents were interviewed in three different sections, all having their perspectives with the questions being asked, though having similar answers to the questions, the researcher took time to carefully listen and record their various responses. It was a face to face verbal session, which took place within a period of two days due to time factor. The nine respondents were grouped in three different categories for easy compilation of responses. The tables below illustrate their various response.

S/N	Questions	General Response
1	Was the selection process strictly on filling application form?	No, the selection process was done by interview and aptitude test. We were all invited and sat for the interview and after the interview there was an aptitude test.
2	Was the Interview procedure the tool used for the selection?	Yes, both interview and aptitude test -were the tools used for the selection process, and the test was conducted base on different field of discipline and area of specialization.
3	Was the selection process in the company based on personality test and examination procedure?	Yes, the selection process of the company is based on personality test and aptitude test. Personality test, was done when we all sat before the management staff and were asked personality questions, after which the test was conducted.

Table 12: Assessing Personality Selection Process (Human Resource Unit)

S/N	Questions	General Response
1	Employees selected produce standard set by the industry?	No, some employees of the company have not kept with the policy statement of the company, most have misused and diverted finance when huge profits were realized after sales and quite a few have been relieved of their work
2	Profits and volume sales increased after selecting new employees?	Yes the last recruitment was done in February 2013, and since the inception of the company in 1970's, 2014/2015 sales and profits have increased.
3	Market share increased after selection of new employees?	Yes, from our records, there has been an increase in market share and customer loyalty. Production has increased and there has been improvements in profits and sales.

Table 13: Assessing Industrial Sales and Profits (Accounts Unit)

S/N	Questions	General Response
1	The output of products produced was of good quality after the selection of employees?	Yes, there has been a remarkable improvement in production of goods and services and we have been able to meet our customer demands.
2	How can you Assess the performance output of the company after the selection of new Employees?	The performance output has been great performance output. In 2014 and 2015, we recruited quite a number of marketers and production staff, and the output has put the company as one of the top major companies in Jos, Plateau State.
3	Was there an increase in number of goods produced by the company?	Yes, due to increase in employee selection, we have diversified from production of cornflakes, biscuits, we now produce detergents, soaps, drinks and other household consumables.

*Table 14: Assessing Industrial Production Output and Quality*

## 5. Findings and Discussion

This study looked at the impact of staff selection NASCO Group of Company to contribute to the growth and development of the Human Resource Management activities of management for the purpose of performance output. The result of the analysis by testing the hypothesis states the following;

In testing hypothesis one, the SPSS analysis gave p- value =.003 and since the probability value is 0.003 is less than 0.005 ( $0.003 < 0.05$ ) the null hypothesis is rejected and the alternative hypothesis is accepted, and the alternative hypothesis which states significance difference between selection process in NASCO Group of company is accepted

In testing hypothesis two, the SPSS analysis gave p value = 0.001, the null hypothesis is rejected because probability value (0.001) is less than 0.005 ( $0.001 < 0.05$ ) and it implies the alternative hypothesis is accepted. Therefore the alternative hypothesis which stated that selection process employed by Nasco Group helps to achieve industrial productivity is accepted.

In testing hypothesis three, the SPSS analysis gave, p- value = 0.758 fails to support the rejection of null hypothesis, because p-value (0.758) is greater than 0.005 ( $0.758 > 0.05$ ), therefore null hypothesis is accepted and alternative hypothesis is rejected. This means that there is no variability or difference between factors influencing selection process in NASCO Group of Company.

## 5. Conclusion and Recommendation

This study assessed the impact of staff selection process on organizational performance. As stated earlier in the introductory and problem statement of this paper, over the years there has been a paradigm shift in the process of recruitment and selection of employees. Some companies have been able to follow the guidelines of selection of new employees, while some other companies have not followed the stated guidelines and this has affected the company performance output and service delivery and setting it on the right or negative paths. The process of selection of employees, in company has been done, some for company benefits or individuals personal gain. This trend is said to be common in the Nigerian Society, and this has put some major companies not able to utilize the available resources for effective service delivery and performance output. This is so, because the wrong people are selected to fill vacant positions meant for those who are qualified for the job. This paper can conclude, with the table below using the hypothesis results that when the right people are selected, there will be improvement and increase in service delivery and company's performance. When there are both intrinsic and extrinsic factors in selection process, it affects the objective and mission statement of the company therefore the study contributes to the body of knowledge that selection process in an organization has a great degree of influence in performance management. The study recommends that in business environment, private organizations generate revenue through employees' output and performance management. It is therefore imperative to note that the more employees are motivated and work in a conducive environment, there will be improvement in performance and service delivery. The second recommendation of the study postulates that the management of companies should adapt to the policy guidelines of selection process the company has laid out in its rules and regulations. Poor selection of employees, without following the stated guidelines, will lead to poor performance output and that will lead to the company making low profits and not meeting the policy framework and expected revenue target. Thirdly, companies should note that employees are the greatest assets; therefore, recruiting or selecting the right people for the job will increase company's performance output, revenue generation and employee motivation.

## 6. Areas for Future Research

The major concept and visionary scope of an organization is geared towards Human Capital Development, Service Delivery, Effective Production of Goods and Services for Consumption and Effective Patronage. This is a mission that every organization aims to achieve. In order to achieve organizational goal, service delivery, increase in sales, revenue generation and performance management, the right people, based on field of discipline, should be recruited. Poor selection of workers can affect the mission and vision statement of the company. Studies by different scholars, noted that poor selection of employees, can possibly lead to the downfall of an organization, due to the fact, that the employee might will not be effective in performing his or her duty in the department.

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