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**“Recruitment, Selection and Placement of Human  
Resource in International Civil Service Commission”**

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**Abstract**

Recruitment, selection and placement of human resource is a major part of an Organization overall resourcing strategies which identify and secure people needed for the Organization to survive and succeed. Better recruitment and selection procedure results in improved Organizational outcomes. The more effectively an Organization recruits and select candidates particularly in international Organizations the more likely they retain satisfied personnel. In view of the critical importance of the personnel in the achievement of efficiency, effectiveness and productivity.

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This paper therefore attempts to discuss the procedure of recruitment, selection and placement of international Agencies staff and the implications for the management of the international civil service commission. The paper concludes that it is important to determine the strategy by which the recruit, select and place Organization employee and the contingent workforce in terms of their skills and technical abilities, especially in international Organizations and Agencies.

**Keywords:** Recruitment; Selection; Placement; Organization; international.

## **1. Introduction**

Every organization is made up of two major components the human and material resources. Without suitable and adequate human and material resources, the objectives of any organization will be difficult to achieve. Human and material resources are input into the system through process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organizations. [1] Noted that limited successes of many international Agencies are often attributed to inadequate resources as well as the utilization of the resources available. Thus, the quality, effectiveness and overall success of the commission depend on the provision of adequate resources. Even if adequate materials resources are available, the qualification, experience and commitment of personnel are critical to the success of any Organization. [2] The functions of a personnel department and personnel manger includes:-

- a. Recruitment
- b. Selection
- c. Placement
- d. Training and Development, and
- e. Job evaluation and formulation of manpower policies in an organization.

In view of the critical importance of personnel in the achievement of the objectives of international civil service commission, human resource management unit is therefore, this paper discusses the meaning, procedure of recruitment, selection and placement of international agencies staff all over the world.

**References** Authors in [1, 2].

### ***1.2 Meaning And Procedure Of Recruitment***

Recruitment is an important process in the success of any organization particularly in international Organizations. It involves a number of issues. First, there must be determination of the projected number of positions to be filled in an organization. This is on the basis of required number of personnel, needed in the organization through [job analysis]. The personnel department has the support and expertise of employment specialist who assists the recruiting officer with the procedure to ensure that, the management is making wise decision in the recruitment processes [3]. Sees recruitment as a process of actively identifying. Potentially qualified employee and encouraging them to apply for position in the Organization [4]. Stated that the main purpose of recruitment is to provide an Organisation with a pool of potentially qualified candidate to select from

[5]. Sees recruitment as the processes of identifying and attracting potential candidates from within and outside the Organization to begin evaluating them for future employment. Once candidate are identified, an Organization can begin the selection process. This includes:-

- a. Collecting of application from Applicants
- b. Measuring applicants sweetability and
- c. Evaluating information about the candidates' qualifications for specific positions.

Reference [6] A contributor to the American society for public administration sees recruitment process as the best way to achieve success of any organization, he further stated that implementing more effective processes to recruit candidates and select the best and the brightest will improve one's ability to meet the organizational human resources needs [7,8] also described recruitment as the process of generating a pool of qualified candidates for a particular job. Effective performance and then measuring applicants on these characteristics [9]. Noted that, the aim of recruitment is to attract qualified job candidates. He further stressed that in order to avoid waste of fund; recruiting efforts should be targeted solely at applicants who have the basic qualification for the job. Recruitment individuals to fill a particular post within an organization can be done either internally by recruitment within the firm or externally by recruiting people from outside. Internal recruitment could be done by encouraging the current employees to apply for the positions within the organization, such recruitment gives the staff opportunity to move into firms of more desirable jobs, which may also create further openings that will require to be filled particularly international Agencies staff who are mostly on part time basis [10]. Organizations use internal job posting and employee referral to recruit and these relatively easy and inexpensive ways to identify candidates both inside and outside the organization. Internal job posting programme according to them, are also an excellent method of providing promotion opportunities for employees and minimizing employee complains of unfair treatment and discrimination.

**References** Authors in [3, 4, 5, 6, 7, 8, 9, 10].

Reference [11] Noted that quite number of potential employees with the ambitions of changing their jobs exist, but with the opportunity that most of the personnel department exploit is attempting to fill the vacant position within the organization, by doing so it will help the organization to utilize their own personnel in filling the vacant positions before recruiting from outside the organization.

The internal sources of recruitment can be done through any of the following:-

- (i). Transfer
- (ii). Promotion and
- [iii]. Delegation of power.
- (iii). Recalls from layoff and reorganization of the organizational chart and demotion.

Recruitment can also be done through external sources, in this; opening may be advertised on both print and electronic media as well as on the internet. External source makes it possible to draw a wide range of talent and provide the opportunity to bring new ideas and experience into international Organizations [12]. External recruitment can be done through:-

- (i). Unsolicited Application
- (ii). Advertisement
- (iii). Employee Agencies
- (iv). Professional bodies and also through recommendation, to mention just a few.

External sources of recruitment are more costly, though the organization may end up with an employee who proves to be effective in practice [13,14,15]. Stressed on the effective recruitment of international Agencies staff, and further emphasized on the careful control over recruitment should be considered when recruiting international agencies personnel. Similarly all the United Nations Organs including the international civil service commission stated that recruitment of international agencies personnel particularly the managers was imperative in order to boost the moral of international agencies staff in all the Continents of the world, this is because of their target. Therefore employing the method of recruitment in international organizations as practiced in other sectors is important.

**Selection :** Selection is part of the recruitment processes, it involves screening of candidates in order to identify from those coming forward, and the individual must likely to fulfill the requirement of the Organization [16]. Sees selection as one of the most difficult procedure of recruitment due to interest [17]. Sees selection as the processes that represent the final stage of the decision-making in the recruitment process.

## **References**

Authors in [11, 12, 13, 14, 15, 16, 17].

He further explained that a wide range of technique is available to assist in carrying out selection which includes among others:-

- ❖ Oral interview
- ❖ Written test and
- ❖ References.

Selection as a process of screening of candidate may involves going into records, data sheet and curricula vitae (CV). Testing may be introduced to examine the quality of human resources relevant to perform available jobs or the task [18]. Some of the tests usually used in selection of human resource are:-

- Aptitude test

- Achievement
- Vocational interest and
- Personality tests.

The final stage of the selection process is what may be called the decision and offer employment. Normally a decision is made to offer employment to the most suitably qualified candidates after completion of the entire screening exercise [19]. Noted that selection findings indicate that more Organizations with highly effective selection systems experienced higher employee outcomes. He further stated that Organization with effective selection system appears better to identify and select employee with right skills and motivation and to succeed in available positions as well as in the organization. **Placement** : Placement is the process of putting people into certain position who have been selected for the job. Once a letter of employment has been given, the next stage is to place the newly recruited staff into their area of specializations. The professional staff then takes over to find out the area of the candidate's skills and Knowledge, can be suitable [20] stressed that what is critical is that newly recruited candidates should be objectively placed in order to get the desire outcome. Most Organizations placed their newly recruited staff on temporary and probationary appointment for a period of time usually for the period of one year, at the end of this period, appointment could be confirm if the performance of the newly recruited staff is satisfactory, this is applicable in international Agencies, Institutions and Organizations all over the world.

### ***1.3 Implications Of Recruitments, Selection And Placement In The Management Of International Civil Service Commission***

Recruitment, selection and placement are processes that are critical to accomplishment of any Organization goals. Therefore it is important to understand from the beginning that recruitment, selection and placement are activities entrusted to the personnel department of the agency to take the final decision as to which candidates should be employed. **References** Authors in [18, 19, 20].

International Agencies need professionals in their field of specialization, and this can only be done when the qualified personnel are recruited, following the same procedure and practices of recruitment, selection and placement in the other sector or Organization. Policy of international agencies, emphasized on the provision of adequate human and material resources in international Organizations, pointing out that the qualification and commitment of the personnel is important to the success of international Agencies. This is because employee's talents and qualification always influences the effectiveness of any programme [21]. Also stated that an examination of these policies on international Agencies programmes and other sector reveals that adequate provision should be made for the recruitment and training of personnel of the various Organs of international Organizations delivery in world. They further stated that the functions of the Organs involves in the delivery of societal services are discharged through individual, and that whether these functions are discharged effectively, and the achievement of the objectives of such Organs recorded depends on the calibre of personnel who are pooled together and engaged in carrying out the functions assigned to the Organs of international service implementation in the world. According to them the type of individual recruited to work for the Organs and how their professional competence is developed for discharging the responsibilities to the Organs will affect the level

of success that can be achieved. There is need for employing professional and qualified personnel, for the progress of any international programmes depends largely on the personnel being recruited to the services [22]. The human resource management unit of the international civil service commission should therefore determine the type of test that is relevant to the kind of recruitment that will be suitable for the Organization so that the right and qualified staff should be recruited and selected to fill the vacant post, so that the goals and objectives of international agencies will be achieved, this is because there is no educational programme that can succeed without competent and qualified personnel.

#### ***1.4 United Nation Common System***

The United Nations, its subsidiary bodies, thirteen of the specialized agencies (ILO, FAO, UNESCO, WHO, ICAO, UPU, ITU, WMO, IMO, WIPO, IFAD, UNDIIO, and UNWTO), and one related body (IAEA) are part of the United Nations common system of salaries, allowances, and benefits administered by the International Civil Service Commission. Most, but not all, of the members of the United Nations System are part of the common system; the Bretton Woods institutions (i.e. the World Bank Group and the IMF) are notable exceptions. The WTO utilizes the OECD common system. The UN common system was established to prevent competition amongst organizations of the United Nations System for staff and to facilitate co-operation and exchange between organizations [23].

**References** Authors in [21, 22, 23].

Reference [24] Opines that, Some international organizations that are not part of the United Nations System (and therefore not members of the common system) but who voluntarily follow the policies of the common system in whole or in part include:-

- Organization for Security and Co-operation in Europe
- Organization of American States
- Outline of the United Nations
- List of United Nations organizations by location
- United Nations Member States
- League of Nations for a rudimentary model on which the UN System is based.
- Vienna formula.

#### ***1.5 Constrains / Limitation Faced When Embanking On This Study Were***

- **Power:** power supply was not stable.
- **Time:** Time was not by our side because the researchers needed more time to do the Research.
- **Money:** the researchers needed more resources because what they have was not enough but the little we have was able to compete the research work.
- **Internet network:** During the research the network was bad.

Even with the above constrains faced during the research, God saw us through and the research was successful.

**References** Authors in [24].

**1.6 Some International Agencies, Institutions And Organizations In The World That Operate Common System**

**Table 2**

| <b>Agencies/Institutions</b>                                   | <b>Year Established</b> | <b>Head/Quarters</b>                                     | <b>Functions</b>                                                                                        |
|----------------------------------------------------------------|-------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| UN<br>United Nations                                           | 1945                    | [New York]<br>Headed by Secretary General                | -Decolonization<br>-Human Right protection<br>-Peace Keeping<br>-Natural Environment<br>-ICT Functions. |
| WHO<br>World Health Organization                               | 1948                    | [Geneva]<br>Headed by health professional team manager   | Provide societal health services internationally.                                                       |
| WTO<br>World Trade Organization                                | 1995                    | [Geneva]<br>Headed by business professional team manager | To encourage International business transaction                                                         |
| WB<br>WORLD BANK                                               | 1945                    | [Washington]<br>Head by financial manager                | For reconstruction of Europe and Development of the developing Nations                                  |
| IMF<br>International monetary fund                             | 1945                    | [Washington]<br>Headed by financial team manager         | To supply fund to Developed and developing Nations                                                      |
| FAO<br>Food and agriculture Organization                       | 1945                    | [Rome]<br>Headed by agric professional manager           | To encourage food production and provide agric equipment internationally                                |
| UNIDO<br>United Nations industrial development Organization    | 1986                    | [Vienna]<br>Headed by business professional manager      | To encourage production of goods and services internationally                                           |
| UNICEF<br>United Nations International Children emergency fund | 1946                    | [New York]<br>Headed by team manager                     | To fund and encourage education of children internationally                                             |
| UPU<br>Universal Postal Union                                  | 1874                    | [Bern]<br>Headed by communication Team manager           | To encourage global communication through posting                                                       |
| ILO<br>International labour Organization                       | 1920                    | [Geneva]<br>Headed by team manager                       | In charge of manpower for production internationally                                                    |
| UNDP<br>United Nations Development programme                   | 1965                    | [New York]<br>Headed by team manager                     | To develop The developing Nations                                                                       |
| UNU<br>United Nations University                               | 1973                    | [Tokyo]<br>Headed by vice chancellor                     | To educate member Nations internationally.                                                              |

**Source:** Researchers Survey, 2019. **References** [Researchers Survey, 2019].

## **2. Literature Review**

Reference [25] Recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. University and technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally.

The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection [26] is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job [27]. Said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success [28]. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources [29].

The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. **References** Authors in [25, 26, 27, 28, 29].

A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in



administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre-screening and identification will not likely improve [30]. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes.

It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment [31]. Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair [32]. Indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization.

References Authors in [30, 31 32].

Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few 14 activities of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes [34].

Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

### 3. Methodology

A survey designed was used in this research work. The researcher interviewed 150 international Agencies Staff, 50 each from the three Continents of the world.

These hundred and fifty covers the whole staff in different countries of the Continents were interviewed in regards to how they rate the performance of these three continents in the world as regard to:-

### 4. Statistical Analysis Rating

**Table 1:** Performance and Rating of Selection, Recruitment and Placement

| Variables   | High       | Low        | Mean  | Ranking         |
|-------------|------------|------------|-------|-----------------|
| Recruitment | 540[46.8%] | 208[23.9%] | 376.5 | 1 <sup>st</sup> |
| Selection   | 364[33.8%] | 142[11.9%] | 253.4 | 2 <sup>nd</sup> |
| Placement   | 293[30.2%] | 213[18.2%] | 250.5 | 3 <sup>rd</sup> |
| Total       | 1197       | 563        | 880.0 |                 |

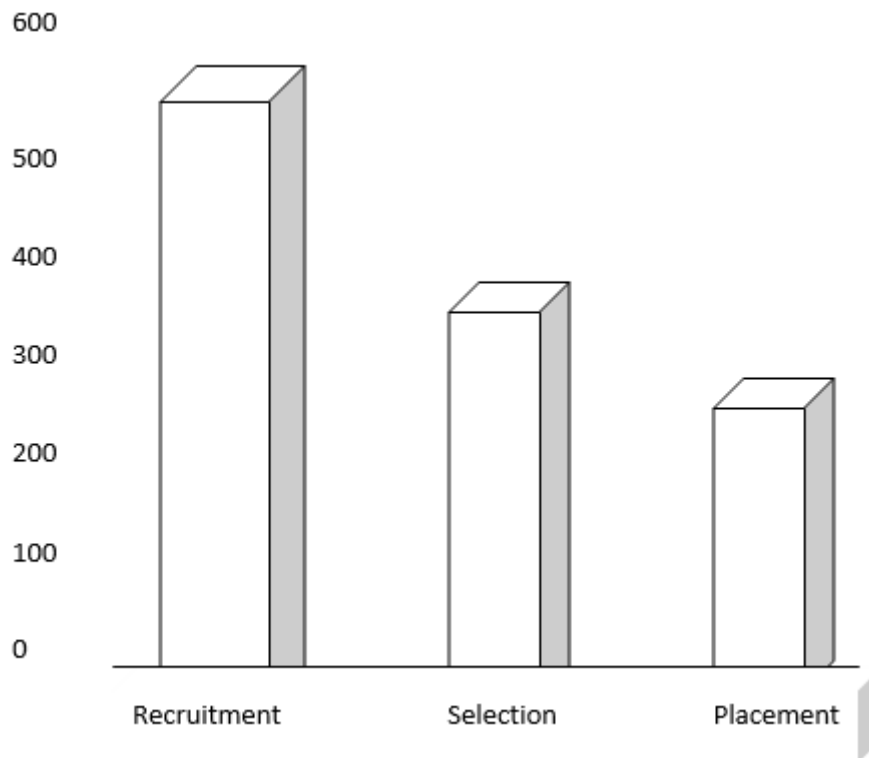
**Source:** Researchers survey, 2019.

The table 1: above described the statistical implication of the data collected during this research work. From the statistics, it is clear that frequency, percentage, mean and ranking was used to ascertain which of this practice is having more priority as apply by the Managers of international Agencies in the world.

From the result, this reveals that majority of the Managers have much interest in recruitment than selection and subsequent placement in the mean as recruitment scored 376.5 with high rating percentage of 46.8% and a rank 1st, followed by Selection with mean score of 33.8%, 2nd rank and placement has the least in all areas.

**References:** [Researchers survey, 2019].

From the ongoing results, Managers have seems to be the root of some major problems associated with the international Organizations as they pay no much interest in following duly the process of good recruitment, which requires that selection have to be made first before recruitment, and then placement.



**Figure 1:** Graphical Representation of The Three Factors

Figure 1 above describes the graphical representation of the nature and behaviour of the data. From the figure it can be seen that recruitment have the highest points then followed by selection and then placement.

## 5. Conclusion

Recruitment, selection and placement are processes that are critical to the accomplishment of any task of any organizations. Appointment of qualified and competent personnel's appointment through the diligent observation of fair and transparent procedure ensure the success of organization. This is because once the procedure of recruitment, selection and placement has been adopted in the sector; it will motivate the international employees. Better recruitment and selection procedure results in improved organizational outcomes. The more effectively organization recruitment and selections of candidates is, the more likely they are to hire and retain effective personnel. Therefore, the starting point to improve international Agencies, Institutions, and Organizations are to get qualified and interested staff through competitive fair and objectives recruitment and selection procedure.

**References:** [Researchers survey, 2019].

### 5.1 Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, it application and operation and challenges makes its practice quite difficult. These recommendations are therefore made to help make these practices more

effective:-

1. Employee should be employ base on merit.
2. Employee should have the base qualification for the employment.
3. All applicants must be treated fairly.
4. Issues of favouritism should be avoided while giving the chance to all.
5. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output.
6. The human resource department should appraise employees to help them give off their best and help improve performance of employees this will always keep employees on their toes to give off their best.
7. Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult to come by,
8. The Organization can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of the Organization.

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