

EFFECT OF RECRUITMENT ON PRODUCTIVITY IN NIGERIA NATIONAL LOTTERY REGULATORY COMMISSION, ABUJA

ZWINGINA, Twaliwi Christy

Department of Business Administration

Bingham University, Karu,

Nasarawa State of Nigeria.

Email: twaliwi@yahoo.com

&

ANYIAM, Uche

Department of Business Administration

Bingham University, Karu

Nasarawa State of Nigeria.

Email: ucheanyiam726@gmail.com

Abstract.

The study assessed the effect of internal and external recruitment in Nigeria Lottery Regulatory Commission, Abuja adopting the survey research design using the questionnaire to answer the questions administered to a sample size of 320 derived from a population of 1600 workers of the commission using Taro Yamane formulae. Multiple regression, correlation and SPSS statistical software to analyse the data. The major finding revealed that there was a significant impact of recruitment on productivity in the national lottery regulatory commission. Other findings were that both internal and external recruitment have positive and significant effect on productivity in the National lottery and regulatory commission, Abuja Headquarter. The study recommended that National Lottery and Regulatory Commission, Abuja Headquarter should continue with internal recruitment methods of employee's referral and employees transfer since they are effective in the organization but should improve on job posting and employees promotion even if they are ineffective for now but in the future, they may be effective in the organization.

Keywords: *Recruitment, Internal Recruitment, External Recruitment, Productivity, and Efficiency.*

Introduction

Recruitment is concerned with developing a pool of candidates employable in line with the human resource plan to fill up job opening in an organization (Michael, 2005). Productivity can be enhanced by a suitable work environment. It can also be a product of an effective recruitment

process. An effective recruitment process can ensure that an institution hires the right candidate for a particular job or role. However, research has consistently indicated that human resource practitioners do not follow their institution's recruitment process in an appropriate manner (Aswathappa, 2007). It is imperative that organizations attract, recruit and retain the right candidates, using the correct type of recruitment process in order to enhance the organisation's efficiency. However, certain problems exist in the recruitment processes such as unclear job descriptions, unskilled personnel who conduct interviews, and many more. Such problems affect the productivity of the organization. According to Vijay (2011), to avoid these kind of problems, the human resource department should be familiar with the vacancy and identify the best recruitment mechanism to attract and hire the best candidate who is available in the market. Richardson (2011) states that as the job market becomes increasingly more competitive and the available skills become more diverse, recruiters should be more selective in their choices. This is because poor recruiting decisions can produce long-term negative effects; consequently, this process should be done properly using the appropriate recruitment tools or techniques so that organizational productivity can improve.

Over the years, National Lottery Regulatory Commission has recruited employees using both internal and external sources of recruitment in the form of employee's referrals, labour office, employment agencies, job posting, employees transfer, advertising, to ensure that productivity of the firm improved. Yet the productivity of the National Lottery Regulatory Commission has not improved after adopting these recruitment methods in the organization.

Extant literature have been conducted such as Jonathan, Moses and Willis (2012); Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw (2013); Ukpafe (2014); Aruna (2014); Marta, Chux, Charles and Allen-Ile (2015); Onyeaghala and Hyacinth (2016) Adam, Stella, Szumbah and Agasa (2016) in Accra, Japan, Kenya, Tanzania and Lagos to assess the impact of recruitment on performance. However, none of these studies used the National Lottery and Regulatory Commission, Nigeria to assess recruitment of workers, and its effects on productivity. The study also fills the research gap by studying the recruitment of workers, and its effect on productivity in National Lottery Regulatory Commission, Nigeria.

The main objective of the study is to examine the effect of recruitment on the productivity of National Lottery and Regulatory Commission, Nigeria. The specific objectives are to: evaluate the effect of internal recruitment on the productivity of national lottery and regulatory commission and also examine the status of external recruitment on the same subject matter.

This study focuses on the effect of recruitment on organisational productivity; evidenced from the National Lottery Regulatory Commission. This study covers in detail, the recruitment within the period from 2013-2018, thereby unveiling critical issues on the recruitment procedures. The reason for selecting this period is that it is current and most recruitment activities of the

Commission were carried out during this period. The study covered internal recruitment, external recruitment and relating them to productivity in terms of efficiency.

As a result of the problems identified above and the objectives of this study, the following hypotheses were formulated

H₀₁: Internal recruitment does not significantly affect the productivity of National Lottery and Regulatory commission

H₀₂: External recruitment does not significantly affect the productivity of National Lottery and Regulatory Commission

Concept of Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment (Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organisations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. The organisation attracts candidates by identifying, evaluating and using the most appropriate sources. El-Kot and Leat (2008) observes that recruitment begins with advertising existing vacancies. 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). Jovanovic (2004) noted that recruitment is a process of attracting a great pool of high-quality applicants in order to select the best candidate among them. According to Rashmi (2010), there are two major sources of recruitment, internal and external.

Internal Sources

When there are some job vacancies to fill, an internal source is a comfortable option. This can be done through either promotion or transfer. The employee who has the required knowledge and skills for the job can be assessed against other external applicants, and the best one will be selected (Rashmi, 2010). Recruiting from internal sources was proved to carry several benefits. It acts as a great motivator that encourages current employees to improve their performances for better career opportunities. The attrition rate is lower, as the recruitment, selection and induction costs and pending time reduce greatly. Besides, the mutual knowledge between the employee and the organization eliminates major risks associated with the new entrants. The transferred or promoted employees also understand company culture, which helps them adapt more quickly to the new positions (Rashmi, 2010)

According to Zirra, Ogbu and Ojo (2003) employee referral is the situation where the existing employee of an organization recommends an external candidate for employment in the

organization. An employee who recommends a candidate to his organization will be assured of the candidate's moral and physical capability to do the specified job because the success of the candidate, is his success and vice versa.

According to Zirra, Ogbu and Ojo (2003) recruitment agencies are the organization that take contracts of recruiting and selecting employees for an organization for an agreed consideration.

Akuamoah, Amedagbui, Buabasah, and Letsa – Agbozoseph (2016) noted that the job posting system has several advantages and from the viewpoint of the employee, it provides flexibility and greater control over career progress.

The transfer is a lateral shift causing the movement of individuals from one position to another. Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the workload is reduced, employees would want to relocate to other areas where they can have enough tasks to perform.

External Sources

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful in attracting competent applicants to apply for advertised positions in various organizations. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. An external source of recruitment includes advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007; Cober & Brown, 2006). Sometimes, an organization has to find candidates for an opening from outside sources as well, instead of an only internal source. This however depends on the organization's recruitment strategy at that time. Besides, internal source cannot always provide enough personnel from firms' current workforce (Gary, 2005)

Akuamoah, Amedagbui, Buabasah, and Letsa – Agbozoseph (2016) assert that advertising is the most common form of external sources of recruitment. Organizations advertise the vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.

Akuamoah, Amedagbui, Buabasah, and Letsa – Agbozoseph (2016) believe that e-recruitment is also called online recruitment, which uses web-based tools such as a firm's public internet site or its intranet to recruit staff.

According to Akuamoah, Amedagbui, Buabasah, and Letsa – Agbozoseph (2016) labour offices are sources of certain types of workers. To them, in some industries, such as construction, unions have traditionally supplied workers to employers.

Concept of Productivity

Syverson (2010) defines productivity simply as efficiency in production obtained from a given set of inputs. According to Syverson, productivity is primarily expressed as an output-input ratio. Several factors drive organisational productivity. These include staffing, structure, communications, and training and development. Improved productivity has been described as "providing more effective or higher quality services at the same cost or the same services at the lowest cost possible". Effectiveness and efficiency are the key concepts of productivity measurement in organizations. As an organizational factor, productivity is not a new problem in management whether government parastatals or private organizations, as it is of great concern because of its financial implications. Organizational productivity measures how well an organization function and also an indication of efficiency and competition of a single or department. According to Mali (2008) –productivity was seen as a measure of how well resources are brought together in an organization and utilized for accomplishing a set of results. Productivity is at the highest level of performance with the least expenditure or resources. It is often seen as the relationship between total output/total inputs. The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity

Efficiency

Farrell (1957) in his seminary study laid the foundation of the measure of efficiency and productivity at the micro-level. His study contributed to the definition of efficiency and productivity. The fundamental assumption used by Farrell (1957) is considered a departure from the perfect input-output allocation, as it allows for inefficient operations in a given firm. The term "Efficiency" refers to the maximizing of outputs in such a way that the input resources are less utilized. Banking efficiency is defined as the difference between the observed quality of input and output variables concerning the optimal quality of input and output variables. The concept of efficiency can also be termed "Cost Efficiency" or "Economic Efficiency", which can be achieved when the firms find a combination of inputs that makes them able to produce the desired outputs at minimum cost. CE is the product or mixture of the technical and allocation efficiencies (Ping-wen, 2002).

Berger and De Young (2001) defined efficiency as a level of performance that is achieved through the use of a low amount of input to generate output. It involves the use of inputs to earn a specific output, that is, time and energy also included. Efficiency as a concept can be evaluated by determining the ratio of useful output to total input while reducing wastage of materials, for instance, physical materials, energy and time in an attempt to realize the expected output. The soundness of the banking sector impacts on the financial system stability of a country as well as the economic activities because banks are vital in managing the flow of funds in an economy. Thus, the continuous functioning of banks with a high level of efficiency is critical. Because of this, efficiency is how a firm utilizes its costs or efforts to obtain maximum output. Efficiency

involves obtaining the maximum output using the minimum input. Financial institutions and the financial sector operate in an environment that is dynamic hence efficiency is a key component in achieving stability of the financial system.

Empirical Studies

Marta, Chux, Charles and Allen-Ile (2015) studied the recruitment and selection-productivity fit within a tertiary institution in South Africa. Essentially, by examining this relationship, it will be easier to obtain a better understanding of the essential components of recruitment and selection that contribute to the productivity of a tertiary institution. The unit of analysis of this study comprised the academic and non-academic staff of the institution. This study adopted a quantitative approach utilising a Likert scale questionnaire to serve as the primary source of data collection. A future study could emphasize the development of a theoretical framework that links specifically to the peculiarities of the tertiary education sector in South Africa. A further study could also unpack how the components of recruitment and selection can be better harnessed to attract the interest of young South Africans to academics. The paper is of significance both to HR practice and scholars.

The above study is very current and was conducted in South Africa using tertiary institutions. However, a similar study can be conducted using the National Lottery and Regulatory Commission in Nigeria. The study used a primary source of information and the questionnaire was designed on a five-point Likert scale which is very unique. However the study failed to indicate the population of the study and the sample size of the study or how the sample size was determined in the study. The study also failed to indicate the statistical tool adopted in the study. The study could have used regression and correlation to ascertain the cause, effect, strength, and degree of the relationship between the dependent and independent variables.

Ukpafe (2014) studied the effect of Recruitment and Selection Process on the Productivity of Manufacturing Firms in Enugu State, Nigeria. The main objectives of the study are to determine how the consequences of not embarking on human resource planning before recruitment and selection of employees influence organizational productivity in manufacturing firms in Enugu State; to determine the various sources of recruitment and selection of candidates peculiar to manufacturing firms in Enugu State; and to determine if there is a positive relationship between recruitment and selection process and productivity. Three hypotheses were formulated to guide the study in line with the objectives. The research adopted the survey design. The data collected using the designed instrument of questionnaire were analyzed. The sample size was distributed among the three manufacturing firms using stratified random sampling techniques. The chi-square statistic test was used to test the hypotheses. The findings of the study were: underperformance of employees and inability to cope with new challenges or changes influence organizational productivity negatively in manufacturing firms in Enugu State; advertising, internet and employment agencies or consultants constitute some of the sources of recruitment

and selection of candidate's peculiar to manufacturing firms and finally; there is a positive relationship between recruitment and selection process and productivity. Based on the above findings, the study concluded that human resource managers and the entire organizations should look critically on the impact recruitment and selection made on productivity and its consequences to the organization if not properly conducted. Recruitment and selection process if done methodologically and systematically, reflect a cogent growth in an organization. Any deviation from this may result in a serious negative effect on productivity.

The above study was conducted in Nigeria using manufacturing firms in Enugu State and the study was current since it was conducted and published in 2014. However, a similar study can be conducted in Nigeria using the National Lottery and Regulatory Commission in Nigeria. The study failed to state the population of the study, the sample size and how it was determined. The study used chi-square to study the variables but the use of chi-square is ineffective in solving the basic problem of the variables. The study could have used regression to ascertain the cause and effect relationship between the dependent and independent variables.

Jonathan, Moses and Willis (2012) studied the effect of recruitment and selection on the performance of SMEs in Kisumu Municipality, Kenya. Kenya has 1.6 million SMEs, constituting 96% of business enterprises, employing 75% of the labour force and contributing 20% to GDP. But their performance has been poor in the last decade. Hence, there is need to determine the suitable recruitment and selection strategies that could increase performance. The study found out that the overall average performance of SMEs in Kisumu Municipality was 60.71%. There was a significant positive correlation between recruitment and selection, and performance of SMEs at $\alpha = .01$. The average performance of SMEs with good recruitment and selection was 81.90%; with moderate was 67.94%, with poor was 53.90%. Recruitment and selection account for 40.8% of the total variance in the performance of SMEs. The study concludes that recruitment and selection has a significant effect on the performance of SMEs in Kisumu Municipality.

The above study was conducted using SMEs in Kisumu Municipality, Kenya and similar study can be conducted using National Lottery and Regulatory Commission in Nigeria. The study indicated the population of the study but failed to show the sample size of the study. The study failed to indicate the research design adopted. The study used correlation to ascertain the strength and degree of the relationship between the variables which is good but the study could have also used regression to ascertain the cause and effect relationship between the dependent and independent variables.

Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw (2013) evaluated the impact of recruitment and selection tool on the performance of the Ghana Revenue Authority in the Greater Accra region. For that purpose, data were collected by a structured questionnaire. A total of 160

respondents were chosen from the district offices of the Ghana Revenue Authority in the Greater Accra region by a convenience sampling technique. The condition was that all of the respondents were working in different positions of the selected district in Ghana except the human resource department. Data were analyzed by using software SPSS-20.0 version by adopting the statistical techniques, correlation, and regression. The results of the study showed that there is a high positive correlation between the constructs of performance-based rewards and productivity. Further study could be carried out in more than one institution as the result of only one institution may not be generalized.

The above study was conducted and published in 2013. The study was conducted in Ghana using the Ghana Revenue Authority in the Greater Accra region but a similar study can be conducted using National Lottery and Regulatory Commission in Nigeria. The study failed to indicate the population of the study but only stated the sample size of the study which is very wrong. The study could have indicated the proper population of the study and used it to derive the sample size of the study. The study used correlation and regression. The regression was used to ascertain the cause and effect relationship between the dependent and independent variables while the correlation was used to ascertain the strength and degree of the relationship between the dependent and independent variables. The correlation and regression used were very unique.

Equity Approach

This theory was propounded by J. Stacy Adams in the 1960s for public organizations to strive to adapt equal opportunity policies (EOP) to their recruitment and selection programs. Straw (1989) identified three levels of equal opportunity policies: equal opportunity as equal chance (non discriminatory), equal opportunity as equal access (fair procedures) and equal opportunity as an equal share (outcomes and positive action).

Healy (1993) further provides a typology of organizations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that organization do not discriminate whereas they might consciously discriminate. Minimalist/Partial organizations are those with espoused EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; Complaint organizations take a more conscious and professional approach to EOP and fulfill legal obligations; comprehensive organizations have a dynamic approach to EOP but will have more of the features of the complaint organizations.

However, the expectation is that this equity approach should be implemented in a way to promote the organization by making it a desirable workplace for all future employees. This implies an appropriate application of the diversity policies. The Chartered Institute of Personnel and Development - CIPD (2011) factsheet on Good Employment Practices and diversity management in the workplace, argues that organizations should ensure that recruitment and

selection processes are fair and diversity-friendly. They should be careful in drafting advertisements in a manner that will avoid discrimination and stereotyping through either language or images and should aim to attract candidates from diverse backgrounds. Organizations should strive to operate transparent and consistent appraisal and performance management processes. They should have clear career pathways including promotion and training opportunities for all categories of employees. For this to be feasible, organizations should be able to create a culture of respect and dignity of all employees through effective implementation of well-designed policies and procedures which support both individual and business needs. Secondly, the fostering of respect to realize different perspectives matter and that diversity is everyone's responsibility. Organizations should make the case for diversity to be seen as an opportunity and strength, rather than a threat.

Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias-free and working across the organization. This will help to enhance the effectiveness in the practice of such policies. In his study of a large manufacturing company, Omanović (2009) notices that diversity management does not only entail the attitude of organizations to welcome many different "types" of participants, that there is the likelihood for contradictions to occur in the production of diversity especially when conflicting or opposite ideas and interests meet. In which case, such controversies or tensions cannot be resolved through the elimination of one side of the interest in diversity. Therefore, it is important to take cognizance of the process through which different ideas or interests are socially produced and maintained in an organization. However, what is important to note here is that managing diversity does not entail a focus on appreciating, leveraging or even understanding the concept itself, but it is a way to obtain from a heterogeneous workforce the same commitment, productivity, quality and profits that organizations obtain from their homogenous workforces, (Thomas 1990; Omanović 2009).

Assuming that the organizations of today are constantly changing, it is essential therefore to have employees that are willing to change, adapt to new ways of work and always ready to learn new things. Also, because of the changing forces in the labour market, it is important to look for people with core values that correspond with the organizations. As envisioned by Boxall and Purcell (2008), the fitness of HR strategies and the organization of work and handling employees in a proper way which is the basic premise in the best fit or the contingency theory is what organizations should strive to achieve.

This paper linked this study since the National Lottery and Regulatory Commission in Nigeria provide equal opportunities to existing and new workers to gain employment opportunities through recruitment (internal and external). The Commission ensures that the new and in-house applicants have equal opportunity to fair procedures and equal opportunity as an outcome and positive action in the recruitment process in the organization.

Methodology

The research design adopted in this paper is the survey and this is because it relies majorly on responses gotten from primary data. The population of this study comprises of all the employees of the National Lottery and Regulatory Commission (NLRC), Abuja Headquarter. According to a recent report by the national lottery and regulatory commission, Abuja Headquarter in (2018), the population of the national lottery and regulatory commission, Abuja Headquarter is 1, 600. The sample size is deduced using the Taro Yamane computation approach. According to Yamane (1967), the sample size of a study is derived thus:

$$n = N/1+N(e)^2$$

Where: N = the population size

e = the margin of error (assumed at 5%)

1= constant

$$n = 1, 600/1+1, 600 (0.05)^2$$

$$n = 1, 600/1+1, 600 (0.0025)$$

$$n = 1, 600/1+4$$

$$n = 1, 600/5$$

$$n = 320$$

Based on the estimated sample size calculation, 320 employees of the national lottery and regulatory commission, Abuja Headquarter is being the estimated sample size for the study. The study used a structured questionnaire to elicit the responses of the respondents. The structured questionnaire serves as a major tool for the collection of data for the study. It is a 5 point Likert type scale questionnaire designed to collect information from the respondents regarding the impact of recruitment on employee’s performance. The questionnaire is administered to the employees randomly. Respondents filled and return the completed questionnaire. Some staff of the NLRC Abuja Headquarter were consulted to help in administering the copies of questionnaires to the various staff in their respective departments. The completed questionnaires were collected personally. Also, with the questionnaire coming from the staff, respondents were assured of the confidentiality of their responses. However, only 252 returned their copies of the questionnaire which was used in this study.

To test the reliability of the questionnaire to ensure that it can address appropriately the questions being answered, Cronbach's alpha was used which was used to measure the internal consistency.

Table 1: Scale reliability of variables

Variables	Cronbach’s Alpha
Efficiency	0.81

Internal Recruitment	0.78
External recruitment	0.83

Source: researcher’s computation (2019)

Table 1 indicated the reliability of the instruments of the variables which have Alpha value above 0.6, which means they are reliable.

The statistical tools used are multiple regression, Spearman correlation, and simple percentages. Multiple regressions were used to determine whether there is an effective relationship between recruitment and productivity of national lottery and regulatory commission, Abuja Headquarter. Correlation was used to establish the strength and degree of the relationship that existed between the variables.

This is expressed in this study as follows:

$$Y = \alpha + \beta_1x \dots\dots\dots 1$$

Where y = dependent variable, α = intercept, β_1 is coefficient and x is the independent variable. However, the above model is expressed as:

$$PRD = \alpha + \beta_1Inr + \beta_2Enr + \mu \dots\dots \text{equation 2}$$

Where:

PRD = Productivity (Efficiency, input, output and effectiveness)

β = Coefficient

α = Intercept

μ = Error terms

Inr = Internal Recruitment

Enr = External Recruitment

Correlation Models

$$r = \frac{\sum(x)(y)}{\sqrt{(\sum x^2)(\sum y^2)}} \dots\dots\dots 3$$

r = correlation coefficient

Σ = Summation

x = dependent variable

y = independent variables

Data Analysis and Discussion

Table 2: Assessment of Internal Recruitment in National Lottery and Regulatory Commission, Abuja Headquarter

Items	5	4	3	2	1
National lottery and regulatory commission, Abuja Headquarter recruits through employee referral by ensuring that they recruit new people based on the reference of a current employee	77(30.56)	89(35.32)	7(2.78)	23(9.13)	56(22.22)
National lottery and regulatory commission, Abuja Headquarter recruits based on a Job posting and frequently ensured that there is an open invitation to all employees in an organization to apply for the vacant position	87(34.5)	69(27.38)	11(43.6)	33(13.09)	52(20.63)
National lottery and regulatory commission, Abuja Headquarter recruits employees internally through transfer from one workplace to another	88(34.92)	71(28.17)	17(6.75)	26(10.32)	50(19.84)
National lottery and regulatory commission, Abuja Headquarter recruits upgrading an employee who is already existed in the payroll by shifting an employee to a higher position with high responsibilities, facilities, status and pay	33(13.09)	23(9.12)	12(4.76)	122(48.41)	62(24.60)

Source: Survey, 2019

From table 2, it was discovered that majority of the respondents strongly agreed (30.56%) and agreed (35.32%) to the statement that National Lottery and Regulatory Commission, Abuja Headquarter recruits through employee referral by ensuring that they recruit new people based on the reference of a current employee. 9.13% strongly disagreed and 22.22% disagreed with the said statement while only 2.78% were undecided. It was also observed that the majority of the respondents, 34.5% and 27.38% strongly agreed and agreed respectively that National Lottery and Regulatory Commission, Abuja Headquarter recruits based on a Job posting and frequently ensured that there is an open invitation to all employees in an organization to apply for the vacant position. 13.09% and 20.63% strongly disagreed and

disagreed respectively, while only 4.36% were undecided. From the table also, the majority of the respondents 34.92% and 28.17% strongly agreed and agreed respectively that the National lottery and regulatory commission, Abuja Headquarter recruit’s employees internally through transfer from one workplace to another. 10.32% and 19.84% strongly disagreed and disagreed respectively, while 6.75% were undecided. From the table also, it was observed that 13.09% and 9.12% strongly agreed and agreed respectively that National lottery and regulatory commission, Abuja Headquarter recruits upgrading an employee who is already existed in the payroll by shifting an employee to a higher position with high responsibilities, facilities, status and pay, 48.41% and 24.6% strongly disagreed and disagreed respectively to the said statement. Only 4.76% were undecided.

Table 3: Mean of Internal Recruitment in National Lottery and Regulatory Commission, Abuja Headquarter

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Employees referral	77	89	7	23	56	1064	252	4.22	high	1 st	3.37
Job posting	87	69	11	33	52	862	252	3.42	high	3 rd	
Employees transfer	88	71	17	26	50	877	252	3.48	High	2 nd	
Employees promotion	33	23	12	122	62	599	252	2.37	Low	4 th	

Author Computation, 2019

Table 3 shows that the National Lottery and Regulatory Commission, Abuja Headquarter used internal recruitment in terms of employee’s referral which was ranked first, employee transfer was second, job posting was third while employee’s promotion was the fourth. This implies that NLRC, Abuja Headquarter usually applied employee’s referral and employees transfer as methods of recruiting employees in the organization while job posting and employees promotion were not fully applied in the organization based on the information realised from the administration of the questionnaire. The study also found out that the mean average of employee’s referral, employee transfer, and job posting were better than the mean value of employee’s promotion. This implies that they are used more than employees’ promotion. The study also realised that the sectorial mean of 3.37 proved that internal recruitment in NLRC, Abuja Headquarter is better performed and managed. The methods used are perfect and have the ability to reach every applicant in Nigeria.

Table 4: Assessment of External Recruitment in National Lottery and Regulatory Commission, Abuja Headquarter

Items	5	4	3	2	1
National lottery and regulatory commission, Abuja Headquarter externally recruited employees by frequently advertising the vacant position	89(35.31)	77(30.56)	12(4.76)	41(16.27)	33(13.09)
National lottery and regulatory commission, Abuja Headquarter always recruited employees by using e-recruitment process	79(31.35)	69(27.38)	40(15.87)	53(21.03)	11(4.36)
National lottery and regulatory commission, Abuja Headquarter frequently recruited employees by using labour office as a source of dispatching information to applicants	36(14.29)	41(16.27)	6(2.38)	71(28.17)	98(38.89)
National lottery and regulatory commission, Abuja Headquarter frequently recruited employees by engaging employment agencies	23(9.13)	41(16.26)	10(3.97)	145(57.54)	33(13.09)

Source: Survey, 2019

Table 4 showed that majority 35.31% and 30.56% respondents strongly agreed and agreed respectively that NLRC, Abuja Headquarter externally recruited employees by frequently advertising the vacant position. Only 16.27% and 13.09% respectively strongly disagreed and disagreed with the said statement. However, 4.76% respondents were undecided. From the table also, majority 31.35% and 27.38% respondents strongly agreed and agreed respectively that National lottery and regulatory commission, Abuja Headquarter always recruited employee by using e-recruitment process, while 21.03% and 4.36% respondents strongly disagreed and disagreed respectively to the said statement. However, 15.8% respondents were undecided. It was equally observed from the table that 14.29% and 16.27% respondents strongly agreed and agreed respectively that the commission frequently recruited employees by using labour office as a source of dispatching information to applicants, while 28.17% and 38.89% respondents strongly disagreed and disagreed respectively to the said statement. However, only 2.38% were undecided. The above table also showed that only 9.13% and 16.26% respondents strongly agreed and agreed respectively to the statement that the commission frequently recruited employees by engaging employment agencies, while majority 57.54% and 13.09% strongly disagreed and disagreed respectively to that statement. However, 3.97% were undecided.

Table 5: Mean of Internal Recruitment in National lottery and regulatory commission, Abuja Headquarter

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Advertising	89	77	12	41	33	904	252	3.59	High	2 nd	3.02
E-recruitment	79	69	40	53	11	908	252	3.60	High	1 st	
Labour office	36	41	6	71	98	602	252	2.39	Low	3 rd	
Employment agencies	23	41	10	145	33	632	252	2.51	Low	4 th	

Author Computation, 2019

Table 5 indicates that the commission used external recruitment in terms of advertising which was ranked second; e-recruitment was first, labour office was third while employment agencies came fourth. This implies NLRC usually applied advertising and e-recruitment as methods of recruiting employees in the organization while labour office and employment agencies were not fully applied. The study also found out that the mean average of advertising and e-recruitment as an external source of recruitment were better than the mean value of labour office and employment agencies as sources of external recruitment in the establishment. The study also realised that the sectorial mean of 3.02 proved that external recruitment in NLRC is better performed and managed. The methods used are perfect and can reach every applicant in Nigeria.

Table 6: Assessment of Productivity in National Lottery and Regulatory Commission, Abuja Headquarter

Items	5	4	3	2	1
Efficiency has improved significantly in National lottery and regulatory commission, Abuja Headquarter	133(55.42)	68(28.33)	15(6.25)	10(4.17)	14(5.83)
Input such as money are committed to work in National lottery and regulatory commission, Abuja Headquarter	77(32.08)	123(51.25)	11(4.58)	13(5.42)	16(6.67)
Output realised are satisfactorily in National lottery and regulatory commission, Abuja Headquarter	76(31.67)	134(55.83)	6(2.50)	15(6.25)	9(3.75)
Employees effectiveness have increased drastically over the years	107(44.58)	113(4.58)	7(2.92)	5(2.08)	9(3.75)

Source: Survey, 2019

Table 6 showed that majority of the respondents 55.42% and 28.33% strongly agreed and agreed respectively to the statement that Efficiency has improved significantly in NLRC, while 4.17% and 5.83% strongly disagreed and disagreed respectively to the said statement. However, 6.25% respondents were undecided. The table also showed that 32.08% and 51.25% respondents strongly agreed and agreed respectively to the fact that Input such as money are committed to working in the establishment, while only 5.42% and 6.67% respondents strongly disagreed and disagreed respectively to that statement. However, 4.58% were undecided. From the table also, majority 31.67% and 55.83% respondents strongly agreed and agreed respectively to the fact that Output realised are satisfactorily in NLRC, Abuja Headquarter, while 6.25% and 3.75% respondents strongly disagreed and disagreed respectively to the said statement. However, only 2.5% respondents were undecided. It was equally observed from the table that majority 44.58% and 45.8% of respondents strongly agreed and agreed respectively to the statement that Employee effectiveness has increased drastically over the years, while 2.08% and 3.75% of respondents strongly disagreed and disagreed respectively to the said statement. However, only 2.92% were undecided.

Table 7: Mean of Productivity in National Lottery and Regulatory Commission, Abuja Headquarter

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Efficiency	133	68	15	10	14	1016	252	4.23	High	2 nd	3.62
Input	77	123	11	13	16	952	252	3.97	High	4 th	
Output	76	134	6	15	9	973	252	4.05	High	3 rd	
Effectiveness	107	113	7	5	8	1027	252	4.28	High	1 st	

Author Computation, 2019

Table 7 indicates that productivity in NLRC Headquarter is unique since the sectorial mean is above 3.00 which implies that productivity is unique such that efficiency, input, and output are very effective.

Table 8: Descriptive Statistics

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
PRD	252	1.10	4.91	3.6277	.98073	
Inr	252	1.21	4.10	3.3742	.97582	
Enr	252	1.29	4.20	3.0283	.91729	
Valid N (listwise)	252					

Source SPSS version 25.00

The table 8 revealed that the result of descriptive statistics which indicated the mean and standard deviation as well as the minimum and maximum value of the variables. The mean value of productivity (PRD) is 3.62, internal recruitment (Inr) is 3.37, the mean value of external recruitment (Enr) is 3.02. The table also recorded the standard deviation of the variables.

Table 9: Correlation Matrix between Recruitment and Productivity

		PRD	Inr	Enr
PRD	Pearson Correlation	1	-.016	.034
	Sig. (2-tailed)		.768	.532
	N	252	252	252
Inr	Pearson Correlation	-.016	1	.022
	Sig. (2-tailed)	.768		.685
	N	252	252	252
Enr	Pearson Correlation	.034	.022	1
	Sig. (2-tailed)	.532	.685	
	N	252	252	252

Source: SPSS, 25 Version, 2019

Table 9 indicates that there is a strong positive association between internal recruitment and productivity in the establishment. There is also a strong positive relationship between external recruitment and productivity in the NLRC. This correlation shows that the variables are appropriately selected and thus, there is no problem of multi-collinearity.

Table 10. Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.088 ^a	.558	-.521	.15767

a. Predictors: (Constant), Inr, Enr

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.061	2	.021	232.871	.005 ^b
	Residual	22.302	250	.022		
	Total	12.361	252			

a. Dependent Variable: Prd

b. Predictors: (Constant), Inr, Enr

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.389	.044		8.756	.000
	Inr	.031	.054	.031	1.575	.006
	Enr	.032	.059	.032	1.711	.000

a. Dependent Variable: Prd

Source: Econometric output, 2019

Decision rule: 5%

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. The result also shows that internal recruitment has a positive effect on productivity in National lottery and regulatory commission, Abuja Headquarter while external recruitment also has a positive effect on productivity in National lottery and regulatory commission, Abuja Headquarter. These effects are significant since the P-values are less than 5%. Thus, the study rejects the null hypothesis and concluded that internal recruitment has a positive and significant effect on productivity in the National lottery and regulatory commission, Abuja Headquarter. Also, external recruitment has a positive and significant effect on productivity in the National lottery and regulatory commission, Abuja Headquarter.

The $R^2 = 0.55$ indicates that only 55% of variation on recruitment can be used to explain by productivity in National lottery and regulatory commission, Abuja Headquarter but 45% can be explained by other factors not noted in the regression model which is referred to as error term.

Discussion of Findings

The study found out that recruitment has a positive and significant effect on productivity in NLRC, Abuja Headquarter. Other findings were that internal recruitment has a positive and significant effect on productivity in the Organisation. Also, external recruitment has a positive and significant effect on productivity in the National lottery and regulatory commission, Abuja Headquarter. The study is in line with the findings of Ukpafe (2015) and Jonathan et al (2012) who found out that there is positive and significant effect or relationship between the variables. The study is also in line with Equity Approach which states that for public organizations to strive to adapt their equal opportunity policies (EOP) to their recruitment and selection programs, Straw (1989) identified three levels of equal opportunity policies: equal opportunity as equal chance (non discriminatory), equal opportunity as equal access (fair procedures) and equal opportunity as an equal share (outcomes and positive action).

Conclusion and Recommendations

The study concluded that recruitment has positive and significant effect on productivity in the NLRC, Abuja Headquarter. Other conclusions were that internal recruitment has a positive and significant effect on productivity in the organisation, as well as external recruitment.

The study recommended that NLRC, Abuja Headquarter should continue with internal recruitment methods of employee's referral and employees transfer since they are effective in the organisation but should improve on job posting and employees promotion even if they are ineffective for now since in the future, they may be effective in the organization. NLRC, Abuja

Headquarter should ensure repeated use of advertising and e-recruitment as methods of recruiting employees since they are effective and also they should start adopting labour office and employment agencies in recruiting employees into the commission for the purpose of diversity.

References

- Akuamoah, W. S., Amedagbui, K., Buabasah, D. Y. & Letsa – Agbozoseph, K. (2016). The impact of effective recruitment and selection practice on organizational performance (A Case Study at University of Ghana). *Global Journal of Management and Business Research: A Administration and Management*, 16(11).
- Armstrong, M., (2006). *A handbook of human resource management practice. (10th ed)*.
- CIPD, (2011) *Good employment practices*, CIPD fact sheet, www.cipd.co.uk accessed 20120420.
- El-Kot, G., & Leat, M. (2008). A survey of recruitment and selection practices in Egypt. *Contemporary Middle Eastern Issues*.
- Gary, D. (2005). *Human resource management. courier/ kendallville: Pearson Prentice Hall*
- Gold, J. and Bratton, J. (2007) '*Recruitment and Selection*'. *Human resource management: Theory and Practice*, 4th edn, pp. 239–273. Hampshire: Palgrave Macmillan.
- Jonathan, W. O., Moses, N. O. & Willis, Y. O. (2012). Effect of recruitment and selection of employees on The performance of small and medium enterprises in Kisumu Municipality, Kenya. *International Journal of Human Resource Studies*, 2(3)
- Jovanovic, Boyan (2004), *Selection and the Evolution of Industry. Econometrical*, 50(3): 649-670.
- Marta, K., Chux, G. I., Charles, O.K. & Allen-Ile, U. (2015). Impact of recruitment and selection on organizational productivity. Evidence from staff of a university in South Africa. *Corporate Ownership & Control*, 12(2)
- Ntiamoah, E. B, Abrokwah, E., Agyei-Sakyi, M., Opoku, B. & Siaw, A. (2013). An Investigation into Recruitment and Selection Practices and Organizational Performance Evidence from Ghana. *International Journal of Economics, Commerce and Management*, 2(11).
- Omanović, V., (2009). "Diversity and its management as a dialectical process: Encountering Sweden and the USA": *Scandinavian journal of management* (2009) pg. 25, 352-362.

Rashmi T.K. (2010). Recruitment management. Mumbai, IND: Himalaya Publishing House.

Ukpafe, K. U. P. (2014). Effect of Recruitment and Selection Process on the Productivity of Manufacturing Firms in Enugu State, Nigeria. University of Nigeria, Enugu Campus

Zirra, C. T. O., Ogbu, J. O. & Ojo, G. R. (2003). Impact of recruitment and selection strategy on employees' performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3) 32-42