

## EFFECT OF RECRUITMENT AND SELECTION ON EMPLOYEES' TURNOVER OF NIGERIAN BREWERIES PLC AWOMMAMA, IMO STATE

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### ABSTRACT

*The goal of this study is to look at how recruitment and selection affect employee turnover. The researcher used five research questions and hypotheses. The study's methodology was survey-based, with the questionnaire serving as the primary data collection technique. The data collected was presented as a percentage and examined using correlation analysis. The results indicated that there is a strong association between recruiting and employee turnover, since the calculated value of  $r$ , 1.15, was greater than 0.5. Selection is significantly related to employee turnover, as the calculated value of  $r$ , 1.1345, is greater than 0.5, hence the researcher accepted the alternative hypothesis while rejecting the null hypothesis. There is a strong association between placement and employee turnover, as indicated by the estimated value of  $r$ , 0.5, and the researcher accepted the alternative hypothesis. Recruitment is substantially associated to absenteeism, as indicated by the  $r$ -value of 0.591, which is greater than 0.5. There is a substantial relationship between selection and employee absenteeism; because the value of  $r$ , 1.0410, was greater than 0.5, the researcher accepted the alternate hypothesis. Based on the findings, the study suggests that human resource departments, particularly Nigerian Breweries plc, place a greater emphasis on the recruiting process by promoting available vacancies through various modes of communication in order to attract the suitable personnel. In other words, the positions should be open to everyone rather than limited to specific individuals. They should understand that the recruitment process should be conducted in a free and fair manner.*

*Keywords: Recruitment, selection, employee turnover, placement, and absenteeism*

### INTRODUCTION

#### Background of the Study

Employee turnover has been identified as a critical issue in any company organization throughout the globalization era. Recruiting and retaining high-quality personnel is more critical than ever. A variety of factors (globalization, increased knowledge work, and the rapid pace of technology innovation) make it critical for businesses to acquire and maintain human capital. According to Chan (2020), employee turnover is a critical issue, particularly in the field of human resource management. Every business wants to boost productivity and reduce turnover in order to be profitable; high staff turnover jeopardizes the organization's ability to meet its goals. Turnover is calculated for both individual

enterprises and the sector as a whole (Turner 2020). Many factors influence a company's staff turnover rate, which may be attributed to both the employer and the employees. Wages, company benefits, employee attendance, and work performance are all factors that contribute significantly to turnover.

Recruitment and selection are critical operations in Human Resource Management that aim to utilize employees' strengths in order to satisfy employers' strategic goals and objectives. Most firms' productivity effectiveness and efficiency have degraded as a result of recruitment practices. The odds of recruiting are dependent on particular connections created through nepotism, tribalism, and favoritism, all of which have an impact on the recruitment process.

Ballentine (2022) stated that recruiting and selection begin by assessing the need for labor and analyzing job descriptions in order to generate clear and personable standards. This is a crucial component of the recruitment process, even before the selection phase, depending on the organization's requirements for personnel. This essentially means that the recruitment and selection process should be smooth and well-defined in order to find the right people. Recruitment is an essential component of human resources and entails discovering and attracting eligible people with the necessary qualifications to fill open jobs in the firm (Peretomode 2022).

Selection is the process of selecting the most qualified candidate for a vacant employment position in a company. In other words, selection is the process of interviewing individuals and analyzing their qualifications for a given job before choosing the best candidate for the position. Effective selection requires effective matching (Barrick 2019). The selection of the suitable applicant for a vacant post would be beneficial to the company, assisting it in meeting its goals. Selection is a crucial procedure since hiring strong resources can assist the organization's overall performance. Employee turnover is the quantity or proportion of workers who leave an organization and are replaced by new employees. In human resource management, turnover refers to the pace at which an employer loses employees.

### **Statement of the Problem**

An organization's efficiency and success are primarily determined by its ability to retain people. The relevance of recruiting and selection in employee turnover is to gain the number and quality of employees at the lowest possible cost, and

acquiring good resources can help to improve the organization's overall performance. According to Mokaya (2021), recruiting, selection, and training are all expensive processes for any firm, thus worker retention should be a top priority for survival. Employees must feel adequately compensated for their contributions to an organization, and management is equally dedicated to providing advancement chances and employee welfare.

This may be tough to achieve if qualified candidates are unaware of the job vacancy and do not apply, resulting in increased employee turnover. High employee turnover, if not addressed, can have a negative impact on the organization by resulting in the loss of highly skilled staff, knowledge and experience, established customer relations, and even poor customer satisfaction, poor sales, and the potential loss of revenue and market share before newly recruited sales representatives can form relationships. The goal of this study is to determine the impact of recruitment and selection on employee turnover in the beer sector, with the goal of providing strategies to reduce excessive employee turnover at Nigerian Breweries Plc.

### **Objective of the Study**

The main objective of this study is to determine the relationship between recruitment and selection on employees' turnover.

The specific objectives are;

1. to determine the relationship between recruitment and employees' turnover in Nigeria Breweries Plc.
2. to examine the relationship between selection and employees' turnover in Nigeria Breweries Plc.

3. to determine the relationship between placement and employees' turnover in Nigeria Breweries Plc.
4. Identify the relationship between recruitment and employees absenteeism.
5. Examine the relationship between selection and employees absenteeism.

### Research Questions

The research questions are as follows;

1. To what extent does recruitment affect employees' turnover in Nigerian Breweries Plc?
2. What is the relationship between selection and employees' turnover in Nigerian Breweries Plc?
3. What is the relationship between placement and employees turnover in Nigerian Breweries Plc?
4. What is the relationship between recruitment and employee absenteeism?
5. To what extent is the relationship between selection and employee absenteeism?

### Research Hypotheses

The research hypotheses are as follows;

**Ho1:** There is no significant relationship between recruitment and employees' turnover in Nigeria Breweries Plc.

**Ho2:** There is no significant relationship between selections and employees' turnover in Nigeria Breweries Plc.

**Ho3:** There is no significant relationship between placements and employees' turnover in Nigeria Breweries Plc.

**Ho4:** There is no significant relationship between recruitment and employees' absenteeism in Nigeria Breweries Plc.

**Ho5:** There is no significant relationship between selection and employees' absenteeism in Nigeria Breweries Plc.

### Scope of the Study

The study examines the effect personnel recruitment and selection on the employees' turnover. The study was divided into dependent and independent variables. The independent variables being recruitment, selection and placement while the dependent variable are turnover and absenteeism. This geographic scope concentrate on Nigerian Breweries Plc Awo-mmamma, Imo State. The unit scope concentrate on the staff of the organization.

### REVIEW OF RELATED LITERATURE

#### Concept of Recruitment and Selection

Opatha (2020) defines recruitment as the process of discovering and attracting adequately qualified persons to apply for employment openings in the firm. It is a series of activities that a business employs to attract prospective seekers with the necessary skills and attitudes. Recruitment is the process of assembling a pool of qualified candidates for organizational job openings.

However, Stonner, Freeman, and Gilbert (2020) noted that the aim of recruitment is to create a broad enough pool of candidates for managers to pick the people they need. Before recruiting begins, the position's requirements that relate to the task must be clearly defined. According to Costello (2016), recruitment is the set of activities and processes used to legally obtain a sufficient number of qualified people at the correct place and time so that people and organizations can choose each other in their own best immediate and long term interests. Jones et al. (2016) proposed that examples of recruiting policies in the

healthcare, commercial, or industrial sectors could provide insight into the processes involved in developing recruitment policies and defining managerial goals. Recruitment is primarily concerned with "the process of generating a pool of capable people to apply for employment to an organization" (Bratton and Gold, 2019).

Selection is the process of selecting the most qualified candidate for the job. It is the process of interviewing candidates and analyzing their qualifications for a certain job before selecting them for the appropriate roles. The selection of the right applicants for the proper jobs will assist the company in meeting its targeted goals and objectives. When selecting personnel, it is critical to verify that they have the necessary credentials, skills, and abilities to accomplish their job obligations in an organized manner.

According to Olulekan (2016), some of the tests utilized in human resource selection include aptitude, achievement, vocational interest, and personality tests. The last stage of the selection process is known as "decision and offer of employment." Following the completion of the complete screening process, the most adequately qualified candidates are typically offered employment.

Snell and Bohlander (2020) define selection as the process of selecting qualified persons to fill existing or studied job openings. This researcher describes selection as the process of selecting the person(s) from a pool of potential applicants who match the requirements of the openings specified in the company.

### **Theoretical Review**

The study focused on hypotheses that explain how recruitment and selection criteria influence employee turnover in the workplace. The study focuses on two major

theories: human capital theory and equity theory.

The Human Capital Theory theory, proposed by Adam Smith (1723-1790) in Teixeira (2002), contains the central idea that persons are settled capitals, much like machines, because they have aptitudes and valued capacities with genuine cost and return benefits. According to Armstrong (2006), the human capital hypothesis begins with individuals and their aggregate aptitudes, capacities, and experience, combined with their ability to convey these in light of a legitimate concern for the utilizing organization, being now perceived as making a significant commitment to hierarchical achievement and constituting a significant source of advantage. Asset Based View (RBV) of Barney (1991) recommends that supportable upper hand is feasible when firms have a human asset pool which can't be imitated or substituted by rivals.

Human capital theory is based on the premise that humans are fixed capitals, much like machines, because they have talents and useful abilities that have a real cost and return profits. According to Armstrong (2016), the premise of human capital theory is that people and their collective skills, abilities, and experience, combined with their ability to apply these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and constituting a significant source of competitive advantage.

Armstrong and Baron (2005) and Armstrong (2016) proposed that people and their collective skills, abilities, and experience, combined with their ability to apply these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and providing a significant source of

competitive advantage. This is the premise of human capital theory. It emphasizes that people have natural abilities, behavior, and personal energy, which together comprise the human capital they bring to their jobs (Dawn 2022; Armstrong, 2016). Individuals produce value through their knowledge, skills, and abilities. That is why the emphasis must be on the methods of attracting, keeping, and growing human capital. According to Armstrong (2016), humans generate, retain, and use knowledge and skills (human capital), as well as build intellectual capital. Their knowledge is further improved by interactions amongst social capitals, which result in the institutionalized knowledge that organizations possess.

Dawn (2022) states that people have intrinsic abilities, behaviors, and personal energy, which comprise the human capital they contribute to their profession. And they, not their employers, own this capital and decide when, how, and where to donate it. In other words, they can make decisions. Work is a two-way exchange of value, rather than an asset's owner exploiting it in one direction. Individuals' knowledge, skills, and abilities create value, which is why the emphasis must be on ways to attract, keep, develop, and sustain the human capital they represent (Armstrong, 2016).

Adams (1963) proposed Equity Theory, which emphasizes the notion of justice. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization are those that portray the company as an Equal Opportunity Employer. The equity theory was found as relevant to the researcher's ability to determine whether SO.NA.RA is an equal opportunity company. Straw (2016)

identified three levels of equal opportunity policies (EOP) that companies should strive to adapt to their recruitment and selection programs: 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 (2016) proposes a taxonomy of organizations based on their attitude to equal opportunity. Negative organizations lack knowledge of both EOP and statutory standards. This is founded on the idea that the organization does not discriminate, even though they may do so knowingly. Minimalist/Partial organizations are those that advocate EOP. Equal opportunity has a low priority or profile in this context, with a focus on informality as a management method; complaint organizations take a more conscious and professional approach to EOP and comply with legal obligations; comprehensive organizations have a dynamic approach to EOP but share many of the characteristics of complaint organizations.

However, the assumption is that this equitable strategy will be executed in a way that promotes the organization by making it a desirable workplace for all future employees. This implies that diversity policies are being applied appropriately. The Chartered Institute of Personnel and Development - CIPD (2022) brief on Good Employment Practices and Diversity Management in the Workplace contends that companies must guarantee that recruitment and selection processes are fair and diversity friendly. They should be careful when writing advertisements to avoid discrimination and stereotyping through language or pictures, and they should seek

to attract candidates from a variety of backgrounds.

Organizations should strive for clear and consistent appraisal and performance management systems. They should provide clear career paths for all employee types, including opportunity for advancement and training. For this to be possible, firms must be able to foster a culture of respect and dignity for all employees through the effective execution of well-designed policies and procedures that address both human and corporate demands. Second, respect must be fostered in order for people to see that other points of view are important and that diversity is the duty of everyone. Organizations should establish the financial case for diversity to be perceived as an opportunity and strength.

### **Empirical Review**

Hima and Srikanth (2019) investigated the effect of organizational atmosphere on employees' turnover intentions. The study's goal is to determine the impact of specific organizational climate factors on employee turnover intentions. The research was carried out in a select service sector business based in Hyderabad. The data was subjected to chi-square analysis to test the relationship between the variables, correlation analysis to determine the degree and direction of association between the variables, and single linear and multiple regressions to investigate the impact of organizational climate dimensions on employee turnover intentions. The findings show that all variables of organizational climate have a detrimental

impact on employees' turnover intentions. Out of all dimensions, trust, training & development, employees' wellness, performance management and work environment turned out to be good predictors of turnover intentions.

### **Research Method**

This section was used by the researcher to discuss the steps that was used to generate relevant and current data for this study. The section also explained the statistical tools that are used to analyse the data gathered.

### **Research Design**

This study uses the survey approach in its design. The researcher's choice of survey can be said to be appropriate since the number of the population under study is known and defined, the work will involve the use of questionnaires.

### **Population of the Study**

The population used in this study consists of all the staff excluding drivers and security men of the firm (Nigeria Breweries Plc Awonmanma). The record made available to the researcher from their human resource (HR) unit put the total population of 120 staff.

### **Sample Size Determination**

According to Alugbuo (2005), sample size determination is the optimal number of sampling unit or elements that should be sampled, interviewed or those who can be useful in the study. The researcher used the Taro Yamenni method to determine the sample size. The formula is given as;

$$n = \frac{N}{1 + N(e)^2}$$

Where; n= Sample size

N= Population of study

e= Allowable error level of significance which is put at (5%)

$$\begin{aligned}
 n &= \frac{120}{1 + 120(0.05)^2} \\
 &= \frac{120}{1 + 120(0.0025)} \\
 &= \frac{120}{1 + 0.3} \\
 &= \frac{120}{1.3} \\
 &= 92.307 \approx 92
 \end{aligned}$$

**Sampling Procedure**

The sampling procedure used in the course of this research was the probability sample method. The simple random sampling technique was adopted from the probability sampling method which entails random selection of staff. Also members of the population have equal chance of being selected. This method was adopted by the researcher because of its simplicity to avoid bias. To collect the data required for the study, 92 copies of the questionnaire were distributed to the participants but only 85 copies, representing 92% were duly completed and returned.

**Sources of the Data**

The data used in this study were generated from two major sources namely; primary and secondary sources. The primary sources include: questionnaire, oral interview and the researcher's direct observation. The secondary sources are journals, articles, internet, textbooks and publications of the institution.

**Validity and Reliability of the Instrument**

The questionnaire was subjected to content and face validation. In doing this, the initial draft of the instrument was given to practicing professionals and my supervisor. The revised copy administered to the vetting and approval.

In order to ensure the consistency of the questionnaire in this study, a test-retest approach was adopted. In the first place, 10 copies were distributed to 10 participants, collected and scored. After 2 weeks the same practice was repeated without the participants knowing, the 2 scores when compared showed almost the same result indicating consistency, hence reliable.

**Method of Data Analysis**

Correlation analysis is perhaps the most commonly used forms of statistical analysis and are invaluable when making a large number of business and economic decisions (Egbulonu, 2007). In this study, Product moment correlation analysis was employed as a statistical tool for estimating the quantitative relationship between the dependent variable and the independent variables.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - \sum(x)^2] [n\sum y^2 - \sum(y)]^2}}$$

The decision rule is that should  $r$  be up to 0.5 and above, the alternative hypothesis is accepted and the null hypothesis is rejected. Should  $r$  be less than 0.5, reject the alternative hypothesis and accept the null hypothesis.

## DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section presented data, analyzed them as well as interpreted the presented data.

### Questionnaire Analysis

Number of questionnaires distributed	92
Number of questionnaires retrieved	90
Number of questionnaires not retrieved	2
Percentage of questionnaire distributed	100
Percentage of questionnaire retrieved	97.8%
Percentage of questionnaire not retrieved	2.2%

The above data shows that 92 questionnaires were distributed to respondents, 90 of the questionnaires were retrieved and 2 questionnaires were not

retrieved. This could be termed as invalid questionnaire.

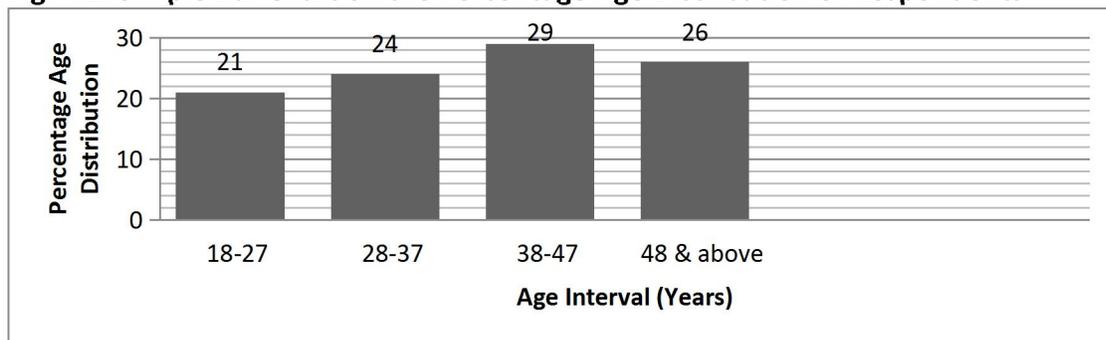
### Data Presentation

The demographic information of the respondents is analysed graphically.

**Table 4.1: Percentage Age range of Respondents**

Age Interval (Years)	Number	Percentage
18 – 27	19	21
28– 37	22	24
38 – 47	26	29
48 & above	23	26
Total	90	100

**Fig. 4.1: Simple Bar Chart on the Percentage Age Distribution of Respondents**

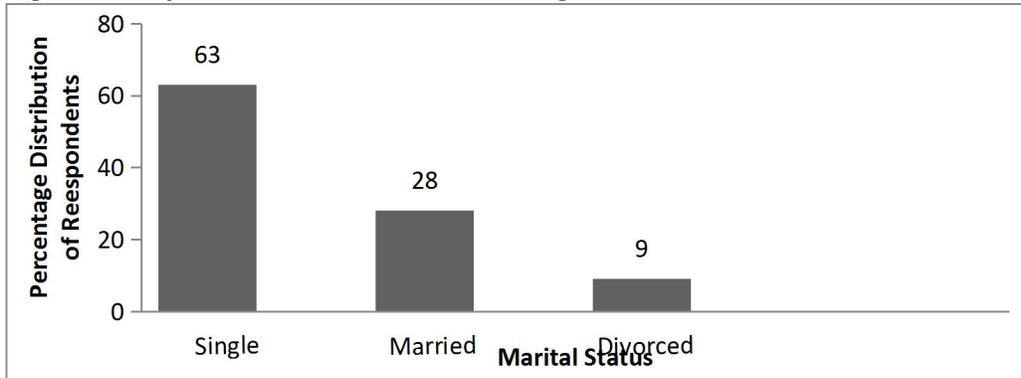


**Table 4.2: Percentage Marital Status of Respondents**

Marital Status	Number	Percentage
Single	57	63
Married	25	28
Divorced	8	9

Total	90	100
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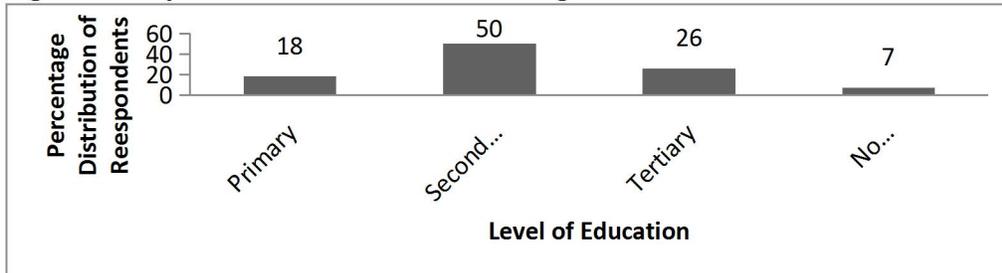
**Fig. 4.2: Simple Bar Chart on the Percentage Marital Status Distribution of Respondents**



**Table 4.3: Percentage Level of Education of Respondents**

Level of Education	Number	Percentage
Primary	16	18
Secondary	45	50
Tertiary	23	26
No Formal Education	6	7
Total	90	100

**Fig. 4.3: Simple Bar Chart on the Percentage Level of Education Distribution of Respondents**



**Table 4.4: To determine whether recruitment affect employees' turnover**

Options	No of Responses	% of Responses
Strongly Agree	37	41
Agree	22	24
Disagree	18	20
Strongly Disagree	13	15
<b>Total</b>	<b>90</b>	<b>100</b>

Source: Field Survey (2024)

Table 4.4 indicates that 41% of the respondents strongly agreed your recruitment affect employee turnover, whereas 24% of the respondents agreed.

Also, 20% of the respondents disagreed while 15% of the respondents strongly disagreed.

**Table 4.5: To determine whether employee turnover is improved as a result of recruitment**

Options	No of Responses	% of Responses
Strongly Agree	40	44
Agree	16	18
Disagree	14	15.5
Strongly Disagree	20	22.5
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Field Survey (2024)**

Table 4.5 indicates that 44% of the respondents strongly agreed that employee turnover is improved as a result of recruitment, whereas 18% of the

respondents agreed 15.5% of the respondents disagreed while 22.5% of the respondents strongly disagreed.

**Table 4.6: To determine the relationship between selection and employee turnover**

Options	No of Responses	% of Responses
Strongly Agree	39	43
Agree	24	27
Disagree	16	17.7
Strongly Disagree	11	12
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Field Survey (2024)**

Table 4.6 indicates that 43% of the respondents strongly agreed that selection affects employee turnover, whereas 27% of

the respondents agreed. 17.7% of the respondents disagreed. 12% of the respondents strongly disagreed.

**Table 4.7: To determine whether selection affects employee turnover**

Options	No of Responses	% of Responses
Strongly Agree	40	44
Agree	24	27
Disagree	17	19
Strongly Disagree	9	10
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Field Survey (2024)**

Table 4.7 above indicates that 44% of the respondents strongly agreed that selection affects employee turnover,

whereas 27% of the respondents agreed while 19% of the respondents disagreed. 10% of the respondents strongly disagreed.

**Table 4.8: To determine the relationship between placement and employee turnover**

Options	No of Responses	% of Responses
Strongly Agree	39	43
Agree	15	17
Disagree	13	14

Strongly Disagree	23	26
<b>Total</b>	<b>90</b>	<b>100</b>

Source: Field Survey (2024)

Table 4.8 above indicates that 43% of the respondents strongly agreed that there is a relationship between placement and employee turnover, whereas 17% of the

respondents agreed while 14% of the respondents disagreed. 26% of the respondents strongly disagreed.

**Table 4.9: To determine if your organization engages in placement exercise**

Options	No of Responses	% of Responses
Strongly Agree	39	43
Agree	25	28
Disagree	17	19
Strongly Disagree	9	10
<b>Total</b>	<b>90</b>	<b>100</b>

Source: Field Survey (2024)

Table 4.9 above indicates that 43% of the respondents strongly agreed that their organization engages in placement exercises,

whereas 28% of the respondents agreed while 19% of the respondents disagreed. 10% of the respondents strongly disagreed.

**Table 4.10: To determine the relationship between recruitment and employee absenteeism**

Options	No of Responses	% of Responses
Strongly Agree	37	41
Agree	15	17
Disagree	12	13
Strongly Disagree	26	29
<b>Total</b>	<b>90</b>	<b>100</b>

Source: Field Survey (2024)

Table 4.10 above indicates that 41% of the respondents strongly agreed that there is a relationship between recruitment and absenteeism, whereas 17% of the

respondents agreed while 13% of the respondents disagreed. 29% of the respondents strongly disagreed.

**Table 4.11: To determine whether absenteeism affects the performance of workers.**

Options	No of Responses	% of Responses
Strongly Agree	41	46
Agree	22	24
Disagree	18	20
Strongly Disagree	9	10

<b>Total</b>	<b>90</b>	<b>100</b>
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**Source: Field Survey (2024)**

Table 4.11 above indicates that 46% of the respondents strongly agreed that absenteeism affects the performance of workers, whereas 24% of the respondents

agreed while 20% of the respondents disagreed. 10% of the respondents strongly disagreed.

**Table 4.12: To determine relationship between selection and employee absenteeism**

<b>Options</b>	<b>No of Responses</b>	<b>% of Responses</b>
Strongly Agree	35	39
Agree	16	17.7
Disagree	11	12
Strongly Disagree	28	31
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Field Survey (2024)**

Table 4.12 above indicates that 39% of the respondents strongly agreed that there is a relationship between selection and absenteeism, whereas 17.7% of the

respondents agreed while 12% of the respondents disagreed. 31% of the respondents strongly disagreed.

**Table 4.13: To determine whether the selection of the wrong workers lead to absenteeism**

<b>Options</b>	<b>No of Responses</b>	<b>% of Responses</b>
Strongly Agree	34	39
Agree	17	17.7
Disagree	12	12
Strongly Disagree	27	31
<b>Total</b>	<b>90</b>	<b>100</b>

**Source: Field Survey (2024)**

Table 4.13 above indicates that 39% of the respondents strongly agreed that selection of wrong workers leads to absenteeism, whereas 17.7% of the respondents agreed while 12% of the respondents disagreed. 31% of the respondents strongly disagreed.

## **4.2 Testing of Hypotheses**

The null hypotheses tested in this work were:  
**H<sub>01</sub>**: There is no significant relationship between recruitment and employees' turnover.

To test this hypothesis, tables 4.4 and 4.5 were used.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
37	40	1480	1369	1600
22	16	352	484	256
18	14	252	324	196
13	20	260	169	400

90	90	2344	2206	2452
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$$\sum X = \sum Y = 90; \sum XY = 2344; \sum X^2 = 2206; \sum Y^2 = 2452; n=4$$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{4(2344) - (90)(90)}{\sqrt{(4(2206) - (90)^2)(4(2452) - (90)^2)}}$$

$$r = \frac{9376 - 8100}{\sqrt{(8824 - 8100)(9808 - 8100)}}$$

$$r = \frac{1276}{\sqrt{724 \times 1708}}$$

$$r = \frac{1276}{1236592}$$

$$r = 1276$$

$$1112.021582524368$$

$$r = 1.15$$

**Decision:** Since the calculated value of r, 1.15 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between recruitment and employees' turnover.

**H<sub>02</sub>:** There is no significant relationship between selection and employees' turnover

To test this hypothesis, tables 4.6 and 4.7 were used.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
39	40	1560	1521	1600
24	24	576	576	576
16	17	272	256	289
11	9	99	121	81
<b>90</b>	<b>90</b>	<b>2507</b>	<b>2474</b>	<b>2546</b>

$$\sum X = \sum Y = 90; \sum xy = 2507; \sum x^2 = 2474; \sum y^2 = 2546; n=4$$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{4(2507) - (90)(90)}{\sqrt{(4(2474) - (90)^2)(4(2546) - (90)^2)}}$$

$$r = \frac{10028 - 8100}{\sqrt{(9480 - 8100)(10184 - 8100)}}$$

$$r = \frac{1928}{\sqrt{1380 \times 2084}}$$

$$r = 1928$$

2875920

$$r = \frac{1924}{1695.85}$$

$$r = 1.1345$$

**Decision:** Since the calculated value of  $r$ , 1.1345 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so concludes that there is a significant relationship between selection and employee turnover.

**H<sub>03</sub>:** There is no significant relationship between placement and employee turnover

To test this hypothesis, tables 4.8 and 4.9 were used.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
39	39	1521	1521	1521
15	25	375	225	625
13	17	221	169	289
23	9	207	529	81
<b>90</b>	<b>90</b>	<b>2324</b>	<b>2440</b>	<b>2516</b>

$$\sum X = \sum Y = 90; \sum XY = 2234; \sum X^2 = 2444; \sum Y^2 = 2516; n = 4$$

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

$$r = \frac{4(2234) - (90)(90)}{\sqrt{4(2444) - (90)^2} \sqrt{4(2516) - (90)^2}}$$

$$r = \frac{8936 - 8100}{\sqrt{(9776 - 8100)(10064 - 8100)}}$$

$$r = \frac{836}{1676 \times 1964}$$

$$r = \frac{836}{3291664}$$

$$r = \frac{836}{1814.3}$$

$$r = 0.5$$

**Decision:** Since the calculated value of  $r$ , 0.5 was equal to 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between placement and employee's turnover.

**H<sub>04</sub>:** There is no significant relationship between recruitment and employee absenteeism.

To test this hypothesis, tables 4.10 and 4.11 were used.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
37	41	1517	1369	1681
15	22	330	225	484
12	18	216	144	324
26	9	234	676	81

90	90	2297	2414	2570
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$\sum X = \sum Y = 90$ ;  $\sum XY = 2297$ ;  $\sum x^2 = 2414$ ;  $\sum Y^2 = 2570$ ;  $n=4$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - \sum(x)^2)(n\sum y^2 - \sum(y)^2)}}$$

$$r = \frac{4(2297) - (90)(90)}{\sqrt{4(2414) - (90)^2} \sqrt{4(2570) - (90)^2}}$$

$$r = \frac{9188 - 8100}{\sqrt{(9656 - 8100)(10280 - 8100)}}$$

$$r = \frac{1088}{\sqrt{1556 \times 2180}}$$

$$r = \frac{1088}{3392080}$$

$$r = \frac{1088}{1841.76}$$

$$r = 0.591$$

**Decision:** Since the value of r, 0.591 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so the study concludes that there is a significant relationship between recruitment and employee absenteeism.

**H<sub>05</sub>:** There is no significant relationship between selection and employee absenteeism

To test this hypothesis, tables 4.12 and 4.13 were used.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
35	34	1190	1225	1156
16	17	272	256	289
11	12	132	121	121
28	27	756	784	729
<b>90</b>	<b>90</b>	<b>2350</b>	<b>2386</b>	<b>2295</b>

$\sum X = \sum Y = 90$ ;  $\sum XY = 2350$ ;  $\sum x^2 = 2386$ ;  $\sum Y^2 = 2295$ ;  $n=4$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - \sum(x)^2)(n\sum y^2 - \sum(y)^2)}}$$

$$r = \frac{4(2350) - (90)(90)}{\sqrt{4(2386) - (90)^2} \sqrt{4(2295) - (90)^2}}$$

$$r = \frac{9400 - 8100}{\sqrt{(9544 - 8100)(9180 - 8100)}}$$

$$r = \frac{1300}{\sqrt{1444 \times 1080}}$$

$$r = \frac{1300}{1559520}$$

$$r = \frac{1300}{1248.8}$$

$$r = 1.0410$$

**Decision:** Since the value of  $r$ , 1.0410 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant association between selection and employee absenteeism.

### Discussion of findings

The study made several findings based on collected data and its analysis using research questions and hypotheses. As the study sort to know the relationship between the dependent and independent variables, their indicators were subjected to a statistical analysis to analysis the relationship between stated variables. The findings from the study show that there is a significant relationship between recruitment and employee turnover. This is as a result of the fact that since the calculated value of  $r$ , 1.15 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. The result as gotten from the statistical analysis of the second hypothesis showed that since the calculated value of  $r$ , 1.1345 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between selection and employees turnover. As could be seen from the statistical analysis of the third hypothesis the result showed that since the calculated value of  $r$ , 0.5 is equal to 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between placement and employees turnover.

The result from the fourth hypothesis showed that since the value of  $r$ , 0.591 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis, and as such recruitment

significantly related to employee absenteeism. The result as could be seen from the statistical analysis of the fifth hypothesis showed that since the value of  $r$ , 1.0410 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant association between selection and employee absenteeism. These are in agreement with the study by (Muhammed and Jantan 2005) examined Human Resource practices as determinants as employees' turnover. The results show that staffing process and employees' monitoring were effective in reducing involuntary turnover. The study concludes that economic factors such as availability of alternative jobs are most likely relevant in explaining the turnover process.

Hima and Srikanth (2019) examined the impact of organizational climate on Employees' Turnover intensions. The results establish that out of all dimensions, trust, training & development, employees' wellness, performance management and work environment turned out to be good predictors of turnover intentions.

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter dealt on the summary of findings, conclusion and made recommendations based on the findings.

#### Summary of Findings

1. There is a significant relationship between recruitment and employee turnover as the calculated value of  $r$ , 1.15 was more than 0.5.
2. Selection significantly relate to employees turnover as the calculated value of  $r$ , 1.1345 was more than 0.5, the researcher accepted the alternative

hypothesis and rejected the null hypothesis

3. There is a significant relationship between placement and employee turnover as the calculated value of  $r$ , 0.5 is equal to 0.5, the researcher accepted the alternative hypothesis.
4. Recruitment is significantly related to absenteeism, since the value of  $r$ , 0.591 was more than 0.5.
5. There is a significant association between selection and employee absenteeism, since the value of  $r$ , 1.0410 was more than 0.5, the researcher accepted the alternative hypothesis

### Conclusion

The study has examined the relationship between recruitment and selection on employee turnover using Nigeria Breweries Plc Awo-mamma. The study concludes that recruitment and selection significantly relate to turnover and absenteeism of employees.

### Recommendations

The study therefore recommends as follows based on the findings;

1. The Human Resource departments especially Nigerian Breweries Plc should emphasized more on the recruitment process by advertising available vacancies with all the mode of communication to recruit the right people. In other words, the vacancies should be very open to everyone and not secluded to only particular persons. They should know that recruitment process should be carried out in a free and fair format.
2. Firms especially Nigerian Breweries Plc in the selection process to select the right

people. In this case, the Human Resource department should carry out their selection process to those who merit the position without any form of favouritism and also to place the right people on the right position to reduce the high turnover rate in the organization.

3. The placement of employees should be done in such a way that the right employee are placed on the job best suited for them. This would enhance efficiency and productivity of the organization.
4. The Nigeria breweries should ensure that only employees who are experienced are employed in positions. This would decrease the level of absenteeism experienced in organizations.
5. The selection process should be based on professionalism and people who can work under pressure to minimize the level of absenteeism.

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