

**MERIT-BASED RECRUITMENT PROCESS AND JOB PERFORMANCE IN
EDO STATE CIVIL SERVICE COMMISSION (2010-2024)**

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NIGERIA**

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**PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF
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NIGERIA.**

NOVEMBER, 2025.

CERTIFICATION

THIS IS TO CERTIFY THAT THIS PROJECT, MERIT-BASED RECRUITMENT PROCESS AND JOB PERFORMANCE IN EDO STATE CIVIL SERVICE COMMISSION, WAS CARRIED OUT BY AKABA UFUOMA ISRAEL WITH MATRICULATION NUMBER SSC2105777, AND IT IS ADEQUATE IN SCOPE AND CONTENT FOR THE AWARD OF BACHELOR OF SCIENCE (B.SC) IN PUBLIC ADMINISTRATION, UNIVERSITY OF BENIN.

PROF. A.I. MUSTAPHA
(PROJECT SUPERVISOR)

PROF. A.I. MUSTAPHA
(HEAD OF DEPARTMENT)

DEDICATION

THIS PROJECT IS DEDICATED TO GOD ALMIGHTY FOR HIS LOVE, GRACE, STRENGTH AND GUIDANCE THROUGHOUT THIS ACADEMIC JOURNEY. IT IS ALSO DEDICATED TO MY FAMILY, FRIENDS AND RELATIVES WHOSE SUPPORT AND PRAYERS HAVE SHAPED MY LIFE AND ACADEMICS.

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MY HEARTFELT GRATITUDE GOES TO GOD ALMIGHTY AND OUR LORD JESUS CHRIST FOR HIS UNENDING LOVE AND MERCY THAT HAS KEPT ME FROM BIRTH TILL NOW.

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SPECIAL GRATITUDE TO MY LOVING PARENTS, MR OKORO AKABA AND MRS EDITH AKABA FOR THEIR PRAYERS AND SUPPORT TOWARDS MY ACADEMIC JOURNEY AND MY SIBLINGS, EJIRO, KEVWE, TEGA, ESE AND MY NEPHEW ELIJAH FOR THEIR GUIDANCE AND UNMATCHED LOVE.

I WANT TO APPRECIATE MY BRETHREN IN THE LORD, JESUS DISCIPLES FOR THE PRAYERS AND SPIRITUAL SUPPORT. MY WARMTH APPRECIATION GOES TO MY SPECIAL FRIENDS GEORGE MARTHA, IMASUEN EUNICE, CHUKWUNEKWU JUSTICE FOR THE LOVE AND OPTIMISM, IT IS INDEED SATIABLE. I IMPARTIALLY WANT TO THANK MY SENIOR COLLEAGUE, ONYEMA EXCEL, JEAN WALKER AND IYAMU MIRACLE WHOSE MENTORSHIP UPHELD ME TO SIT WITH CLANG OF SCHOLARS. IN THIS LIGHT, I WILL EXTEND THIS APPRECIATION TO MY JUNIOR COLLEAGUES WHO GAVE ME THE PRIVILEGE TO MENTOR THEM. I WILL NOT TAKE FOR GRANTED MY ADMINISTRATIVE ALLIES '25', WHO INSPIRED ME SINCE YEAR ONE TO MY FINAL, ODIGIE MARVELLOUS, OBI ESTHER, MONDAY PRECIOUS, IYANG SAMSON, OLUNENE SAMUEL, EFFIONG RICHARD, KADIRI CLINTON, WILLIAMS USIOBAIFO AND OTHERS. SPECIAL THANKS TO KEKEREOWO OLUWATOMISIN FOR SPARING HIS TIME TO ASSIST ME IN THE COMPLETION OF MY PROJECT WORK, I AM INDEED GRATEFUL.

ABSTRACT

This study investigates the merit-based recruitment process and its effect on job performance in the Edo State Civil Service Commission (ESCSC). The problem stems from political interference, favoritism, and poor recruitment practices that hinder efficiency and fairness. The study aims to assess the level of merit-based recruitment, identify challenges, and suggest improvement strategies. Anchored on the Attraction-Selection-Attrition (ASA) theory, a survey design was adopted. Data were collected from fifty-six (56) staff using questionnaires and analyzed with descriptive statistics and Pearson correlation. Findings revealed that merit-based recruitment is practiced and positively influences employee performance, though hindered by nepotism, political influence, inadequate ICT tools, and funding. The study concludes that strengthening meritocracy improves efficiency and transparency. It recommends enforcing anti-nepotism policies, training recruitment officers, adopting ICT tools, establishing independent oversight committees, and increasing budgetary support to enhance job performance in the Edo State Civil Service.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In contemporary nation-states, the civil service is crucial for the effective operation of government. It functions as the administrative framework that converts government policies and decisions into tangible actions. The evaluation of government performance in developed societies largely stems from civil service efforts. The civil service performs a wide array of functions, including the implementation of government policies, ensuring accountability and transparency, delivering public services, and managing public resources effectively. Initially established as a key institution for connecting the state with its citizens (Udoh, 2003), the civil service has recently seen many governments recognizing the importance of enhancing its performance. Various governments around the world have initiated reforms to develop new strategies aimed at improving civil service effectiveness (Denhardt & Denhardt, 2011).

Effective recruitment processes are vital for ensuring that the civil service is comprised of skilled and motivated personnel. According to Manneh and Adesopo (2023), the human resources should always be available in the right quantity, quality, and fit.

However, the presence of qualified and competent human resources is not a matter of chance; it arises from robust recruitment processes. Recruitment encompasses the entire process of identifying, sourcing, screening, shortlisting, and interviewing candidates for positions within an organization. Chukwu and Onuoha (2022) describe it as a critical element of HRM in the civil service that involves seeking prospective employees and encouraging them to apply, ensuring that the best-matched candidates meet the established criteria for vacant positions. The core idea is that employees are essential to any organization—especially the Nigerian Civil Service—making it crucial to find and attract the most suitable candidates.

Perry and Hondegam (2008) assert that merit-based recruitment can enhance job performance, boost employee motivation, and yield better organizational outcomes. Implementing merit-based recruitment processes can be challenging, particularly in environments where patronage and nepotism are rampant (Bhatti et al, 2015). This merit-based system offers a transparent framework for public employment, prioritizing individual skills, experience, qualifications, as well as potential and ability to perform job duties. Such a system reduces bias, improves employee motivation, and fosters public trust in governmental institutions (Peters & Pierre, 2004).

In Nigeria, the civil service has emerged as a pivotal instrument for national development and progress, contributing to job creation, loyalty, and efficiency among citizens (Federal Republic of Nigeria, 1997; Salau, Oludayo & Omoniyi, 2014). Despite the civil service's critical role in Nigeria, it has been criticized for inefficiency, corruption, and inadequate service delivery. The Edo State Civil Service shares these concerns regarding recruitment effectiveness and personnel quality (Adebayo, 2017). In light of calls for reform, various measures have been introduced to enhance civil servant recruitment efforts.

1.2 Statement of the Problem

The civil service is an essential driver of development, and its importance cannot be overstated. While its role is widely acknowledged, it faces substantial criticism in Nigeria, particularly within the Edo State Civil Service, for inefficiencies, corruption, and poor service delivery (Olowu, 2020). Problems like corruption and inefficiency stem from the lack of merit-based recruitment practices, leading to the hiring of unqualified personnel and inadequate job performance (Adam & Alaro, 2021). The Edo State Civil Service is not an exception; there are significant concerns about the recruitment process and personnel quality (Uzochukwu & Nnamani, 2023). Issues such as nepotism, political patronage, and corruption have obstructed the adoption of merit-

based recruitment practices, resulting in unsuitable appointments (Okoro & Okoro, 2022).

Given the poor job performance associated with non-merit-based recruitment systems, it is essential to conduct a study addressing these civil service issues and offering necessary recommendations for improvement. This research aims to explore the merit-based recruitment process and its effect on job performance within the Edo State Civil Service, using the Edo State Civil Service Commission as a case study.

1.3 Objectives of the Study

The study seeks to:

1. Assess the degree of implementation of merit-based recruitment processes within the Edo State Civil Service Commission.
2. Evaluate the influence of merit-based recruitment on employees' job performance in the Edo State Civil Service.
3. Identify the challenges and obstacles that hinder effective merit-based recruitment in the Edo State Civil Service Commission.
4. Recommend strategies for enhancing merit-based recruitment processes to improve job performance in the Edo State Civil Service Commission.

1.4 Research Questions

The following research questions will guide the investigation:

1. To what extent are merit-based recruitment processes integrated within the Edo State Civil Service Commission?
2. What challenges and barriers impede the effective implementation of merit-based recruitment in the Edo State Civil Service Commission?
3. What strategies can be employed to enhance merit-based recruitment processes and improve job performance in the Edo State Civil Service Commission?

1.5 Research Hypotheses

1. Ho: There is no significant relationship between merit-based recruitment processes and job performance in the Edo State Civil Service Commission.

H¹: There is a significant relationship between merit-based recruitment processes and job performance in the Edo State Civil Service Commission.

2. Ho: There is no significant relationship between merit-based recruitment processes and implementation barriers in the Edo State Civil Service Commission.

H₁: There is a significant relationship between merit-based recruitment processes and implementation barriers in the Edo State Civil Service Commission.

3. Ho: There is no significant relationship between merit-based recruitment strategies and job performance within the Edo State Civil Service Commission.

H₁: There is a significant relationship between merit-based recruitment strategies and job performance in the Edo State Civil Service Commission.

1.6 Significance of the Study

This study will add to the existing literature on merit-based recruitment and job performance, providing insights into human resource management practices within the civil service, especially regarding recruitment. By examining the impact of merit-based recruitment on job performance, the findings will highlight ways to enhance employee productivity within the Edo State Civil Service. Furthermore, this research will advocate for necessary reforms in recruitment practices within the Edo State Civil Service. Overall, the study aims to improve recruitment methods and employee efficiency in the Edo State Civil Service, influencing policy decisions that favor merit-based recruitment.

The significance of this study is valuable to academic fields like Human Resource Management (HRM), Public Administration, Organizational Behavior, and Public Policy. It enriches HRM and Organizational Behavior by offering empirical evidence

about how merit-based recruitment affects job performance, contributing to theories on recruitment strategies and employee efficiency. In Public Administration, the study serves as a context-specific case on the Edo State Civil Service Commission, furthering discussions on public governance and civil service reforms. For Public Policy, it provides data-informed insights essential for policy design, supporting research on effective human resource policies. The localized approach allows for comparative analyses, promoting cross-cultural research in HRM and Public Administration and bridging theoretical concepts with practical applications for scholars and policymakers.

1.7 Scope of the Study

This study concentrates on the merit-based recruitment processes and their effects on job performance within the Edo State Civil Service, focusing specifically on the Edo State Civil Service Commission, covering the period from 2010 to 2024.

1.8 Operational Definition of Terms

Civil Service: The civil service refers to a division within the executive branch of government responsible for aiding in the planning and execution of policies. It consists of career public employees chosen based on merit, technical skill, and professionalism to implement governmental policies and deliver public services.

Human Resources: The personnel within an organization, considered a vital asset due to their skills and capabilities.

Merit-based System: A framework where appointments and promotions in the civil service are based on individual competency rather than political affiliations.

Recruitment: The proactive process of locating, identifying, and hiring candidates for specific job positions.

Job Performance: The degree to which an employee fulfills their responsibilities and reaches organizational objectives, including evaluations of attendance, attitudes, effort, knowledge, behaviors, and skills.

Nepotism: The tendency of individuals in positions of power to favor relatives, friends, or associates, particularly in employment matters.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Framework

The civil service is a critical governance institution comprising career professionals employed to execute government policies and programs in a non-political capacity (Onwe et al., 2016). It encompasses the administrative structure, including ministries, departments, and agencies (MDAs), as well as the personnel, such as permanent secretaries and administrative staff, who ensure policy implementation (Agba & Bello, 2023). According to Igbokwe-Ibeto and Agbodike (2017), civil servants are appointed based on professional expertise, with permanent tenure independent of political leadership changes.

Audu et al. (2023) emphasize that civil servants ensure the continuity of government programs, while Erude et al. (2023) highlight their role as the executive arm, appointed for expertise and permanence, distinct from political officeholders. The 1999 Constitution of the Federal Republic of Nigeria, Section 318(1), defines the civil service as the staff of federal or state government offices, including those under the President,

Governor, or their deputies, employed in a civil capacity (CFRN, 1999). Collectively, these perspectives portray the civil service as a professional, permanent, and non-partisan body that drives national development through efficient policy implementation and service delivery (Onwe et al., 2016). Civil servants, as technocrats at federal, state, and local levels, provide expert advice and continuity to governments, leveraging their knowledge and experience (Adebayo, 2017).

2.2 Functions of the Civil Service

The major functions of civil service in governance are;

1. **Implementation of Public Policies and Programmes:** In present day government, the civil service role is enlarged. In practice, the civil service now administers service delivery, licenses and gathers information on all aspects of the political system. Once policies are formulated by political leaders, it is the responsibility of civil servants to implement them effectively. This includes planning, organising, directing, and evaluating government programme and services. The civil service are instrument for government operations in the country. Without the civil service, the policies and decisions made by the government are dead on arrival. To these, the nucleus of the establishment of the civil service is implementation of government policies.
2. **Continuity in Government:** Since members of the civil service enjoy security of tenure, they are not influenced by changes in ministry and usually, they remain in

service till the age of sixty. This therefore make them to be the link between succeeding government and current administration, thus making continuity possible in government. They acquire experience on their job with requisite knowledge of policy formulation and implementation. They provide all types of information, advice and suggestions to the political heads, implement their policies and run their administration of government. The civil service at any point in time comprises of the permanent secretaries, directors, professionals, technicians, accountants, clerks, secretaries,etc.

3. Transparency and Accountability: Transparency in governance simply means openness in government dealings and operations. Civil service helps to ensure accountability in the public service. This function of the civil servants promote openness of government actions and decisions and also reduce corruption and mismanagement of public resources as well as abuse of power. The civil service ensures that government actions are in line with their policies as they serve as watchdog of the government in checkmating their activities.

4. Nation Building and Development: Civil service plays an important role in nation building and development by implementing development policies and programmes. Development administration is simply the process of formulating policies necessary to achieve development goals and the mobilizing, organizing, and managing of necessary and available resources to implement these policies. The civil service carries out

strategic planning and procedures in achieving development as well promoting necessary human resource for economic, social, political and welfare development.

2.3 Characteristics of the Civil Service

The civil servant are expected to possess certain characteristics in their operations. The features include

1. **Impartiality:** Impartiality entails fairness and justice. In their dealing with the public, civil servants are expected to be fair and unbiased. By being impartial, they play vital role in maintaining the integrity and effectiveness of government institutions and this entails that they avoid taking sides or showing favouritism, ensuring equal treatment for all. Impartiality of the civil servants also implies that decisions and policies formulated are not subjective i.e not based on personal opinions rather for the interest of the public.
2. **Permanence:** The civil service is a body that does not change with the government. Erude, Igere and Princewill (2023) affirmed that the appointment of civil servant is permanent and not based on the tenure of a political leader. The system of government may change from parliamentary system to presidential system, unitary to federal, one-party system to multi-party system, civilian rule to military rule etc, but the civil service retains its existence.

- 3. Expertise or Professionalism:** This entails that civil servants are experts and professionals in their field of administration. The civil service involves expert personnel employed by the government in a civil capacity with professional competences and profound job knowledge to assist any government that comes into power with their wealth of knowledge and experience to carry out their legitimate business (Onwe et al, 2016).

Examples of experts that work in the civil service are well trained economists, medical researchers, educationists, experienced artisans etc.

- 4. Neutrality:** This simply means that the civil servants need to rise above partisan politics. Civil servants must not identify themselves openly with any political party. Civil servants are not expected to engage in political activities such as contesting for public office, support any political party or political leader rather they serve any government that comes into power.
- 5. Anonymity:** The primary duty of every civil servants is to work and serve the government of the day. This feature of civil service implies that civil servants work behind the scenes and not making themselves known to the public. Unlike members of the political branch of the Executive, civil servants work behind the scenes and allow the politicians to make themselves known and heard. Also, they are not expected to reveal or speak to the press unless authorised by the

Minister or Director-General. Credit or failure of the government on any issue is not blamed on the civil servants but the minister.

6. **Merit-Based Appointment:** Civil servants are appointed based on their qualifications, skills, and experience. Since civil service is a body of professionals and experts who enjoys permanence, it is proper for the government to appoint and recruit them based on merit factor other than nepotism and favouritism. Merit appointment implies that the best and qualified personnel should be appointed and this in turn ensures efficiency and effectiveness of public service delivery. In the civil service, especially in developing countries like Nigeria, recruitment practices often determine the quality personnel employed, which in turn affects the overall performance of government institutions (Olaopa, 2014).

2.4 Recruitment and Selection

Recruitment

Recruitment refers to the process of finding suitable candidates for specific jobs, whether through broad recruitment efforts or by targeting individuals with specialized skills (Akintayo, 2013). According to Adenuga (2007), employee selection is both dynamic and systematic, requiring the identification, attraction, and selection of appropriate candidates to fill vacancies in an organization.

Omisore & Okofu (2019) define recruitment as the process of identifying and encouraging potential employees to apply for positions within an organization. Some scholars view it as encompassing the entire series of steps involved in finding, screening, and interviewing candidates (Onyeche & Deedam, 2023). This process is not continual but occurs when there are vacancies due to retirements or resignations. Efforts are made to ensure that candidates are well-informed about the job's requirements and the opportunities for growth within the organization. Understanding the job allows potential employees to perform effectively.

Organizations have two primary recruitment sources (Mogie & Okeke, 2015; Ofori & Aryeetey, 2011; Sinha & Thaly, 2013): internal sources, where current employees are considered for vacancies, and external sources, where external candidates are sought to fill positions that cannot be met internally. Following recruitment, the selection phase involves choosing qualified candidates for available positions. This stage is critical, as it influences the decision on the most appropriate candidates for employment based on relevant qualifications. Recruiters must carefully evaluate applicants to avoid selecting individuals who may underperform. As Adenuga (2007) emphasizes, the essence of selection lies in conducting fair assessments that highlight candidates' strengths and

weaknesses, recognizing that many applicants may share similar qualifications but differ in backgrounds, experiences, and attributes.

2.4.1 Variables in the Recruitment Processes

The certain methodological steps have to be followed in the processes such as

1. **Job Analysis:** Herbert et al (2019) called this first step, the recruitment planning stage where the recruitment objectives are declared in terms of number of applicants needed, the quality and/or diversity of applicants with statement of the cost of filling the jobs. Thus, the first stage of recruitment processes is job analysis; an initial process of obtaining and evaluating information about the contents and required qualifications of tasks, as well as setting in which they are accomplished.
2. **Job Description:** This is an important aspect of recruitment processes whereby a written document explains the tasks to be completed as well as the capabilities, experience, and competencies required to complete them (Gilbert & Ndubuisi, 2023). Each employment includes a description that specifies the position's responsibilities, requirements, decision-making, connections , monitoring received/exercised and influenced.
3. **Job Postings and Advertisements:** Jordan and Thomas (2023) stated that when civil service decides in a policy of internal recruitment, the processes of

recruitment will include job postings within the organization to inform all existing employees and therefore allow open competition vis-a-vis a review of employee records that enables assigning of the job to the chosen employees. External recruitment processes entails advertisement and announcements to the general public through newspaper ads, labour union, public employment services, trade associations and other internet resource that there are vacancies and that new hands will be welcomed.

4. **Screening of Candidates Resumes for Shortlisting:** Once recruitment attraction process is done and submissions are gathered, this phase examines all submissions received by the deadline. Those who do not satisfy the advertising criteria are instantaneously disregarded throughout this phase.
5. **Assessment for Selecting the best Candidates:** Tests and interviews are commonly used in the recruitment process for positions when a large number of candidates are expected. Abbas et al (2023) assert that intellectual exams are exceptionally beneficial in situations when the level of intelligence is a key factor but there are no other reliable ways to measure it.

2.4.3 Employee Job Performance

Employee job performance is characterized as the execution of tasks required from an employee and the success with which those tasks are completed (Manneh and Adesopo, 2023). Organizations strive for productivity and efficiency in their service delivery, which fundamentally depends on how well employees perform their assigned duties. In contemporary public administration, civil service performance is assessed based on commitment, volume and quality of work, job knowledge aligned with field standards, and timeliness in meeting objectives (Jordan & Thomas, 2023).

Agba and Bello (2023) define job performance as the extent to which objectives and significant characteristics are achieved for stakeholders, while Hamza et al (2023) focus on the organizational or departmental level of goal attainment rather than individual performance. Jordan and Thomas (2023) simply define performance as how effectively an employee fulfills their duties, which can be evaluated in quantitative or qualitative terms. Job performance can also be analyzed through three perspectives: task, contextual, and adaptive performance. Task performance relates to completing specific tasks, contextual performance involves contributing to the organization through teamwork and communication, and adaptive performance refers to the ability to adjust to changes in priorities, situations, and technologies.

2.4.4 Indicators of Employee Job Performance

Jordan and Thomas (2023) are of the opinion that the performance of a worker cannot be assessed arbitrarily as there are indicators for assessing employee job performance.

The most common indicators include

- a. **Quality of work done:** Quality of work done is also referred to as quality service delivery, which simply denotes the value of work delivered by an individual, team or workforce and this can include the quality of task completion, interactions and deliverables. The delivery of standard quality is as a result of the effort of an employee performing the job. Some of the indicators which can be evaluated as the quality of work done includes competence, accuracy, productivity level, thoroughness, and time management.
- b. **Job Knowledge:** This refers to the expertise in doing their job in line with set standard of that field. Erude et al (2023) posit that in the civil service, this performance indicator brings into view the argument regarding skill, which is a major expertise needed for civil servants to technically do their jobs. However, the emphasis is that both skills and competence are necessities of job knowledge for achieving optimum job performance. The major determinant of employee job performance is technological know-how.
- c. **Employee Commitment:** This shows the relationship between the employee and the organization such that the employee wants to continue serving the organization and help it achieve its objectives. It is also seen as the connection

an employee has with their organization. Researchers have viewed employee commitment comprising three Perspective which include affective, continuance and normative commitment. Affective commitment is the emotional attachment to and involvement of an employee to the organization. Continuance commitment involves the perceived cost of leaving the organization while normative commitment refers to the felt responsibility to support and remain a member of the organization.

- d. **Level of timeliness in performing tasks satisfactorily:** Timeliness encompasses promptness or punctuality in getting things done appropriately. The level of punctuality affect the organization performance positively increasing productivity level. Punctuality is being able to complete a required task or fulfill an obligation before, or at a designated time. Timeliness covers and encompass meeting deadlines or specific time frame which involves time management skills and arriving on time for meetings, appointments or work schedules.
- e. **Resourcefulness/Creativity:** Resourcefulness is simply the optimization of resources to create meaningful or better services. The emphasis is that the ability of an employee to creatively adapt and solve problems further increases the chances of enhanced or optimum performance. Employees resourcefulness in

performing set tasks would be influenced by stimulating factors such as creativity, initiative, persistence and resilience in overcoming challenges.

2.5 Theoretical Framework

This study adopts the Attraction-Selection-Attrition (ASA) Theory as the primary theoretical lens to examine the effect of merit-based recruitment on job performance in the Edo State Civil Service. The ASA Theory provides a robust framework for understanding how recruitment processes influence organizational outcomes by aligning employee characteristics with organizational values and requirements. The Human Capital Theory is also considered as a complementary perspective, emphasizing the role of employees' skills and knowledge in enhancing performance, though it is not fully developed here.

The ASA Theory was developed by Benjamin Schneider in 1987, with further elaboration by Schneider et al. (1995, 2000). Rooted in organizational psychology, the theory emerged from Schneider's work on person-organization fit, building on earlier concepts of organizational behavior and recruitment. It posits that organizations evolve through a cycle of attracting, selecting, and retaining employees whose attributes align with the organization's culture and goals.

Key Assumptions:

- Individuals are attracted to organizations where they perceive a fit between their values, skills, and the organization's culture.
- Organizations select candidates whose knowledge, abilities, and values align with their operational needs and cultural norms.
- Employees who do not fit the organization's culture or requirements are likely to leave (attrition), reinforcing homogeneity among remaining staff.
- The alignment between employees and organizational values enhances workforce stability, engagement, and performance.

According to Schneider et al. (2000), organizations that effectively attract and select employees with the right knowledge, skills, and abilities (KSAs) are better equipped to address environmental opportunities and challenges compared to competitors with less robust recruitment processes. The ASA model outlines three stages:

Attraction: Candidates are drawn to organizations based on perceived compatibility, assessed through qualifications, personal values (e.g., integrity), and cultural fit.

Selection: Organizations choose candidates whose attributes align with their values, culture, and job requirements, reinforcing organizational homogeneity.

Attrition: Employees who do not fit the organization's culture or expectations leave, fostering a stable and cohesive workforce.

The ASA Theory emphasizes that a merit-based recruitment process, which prioritizes qualifications and alignment with organizational goals, enhances employee retention and organizational effectiveness.

The ASA Theory is highly relevant to the study of merit-based recruitment and job performance in the Edo State Civil Service. Merit-based recruitment emphasizes selecting candidates based on competence, qualifications, and transparency, which aligns with the ASA model's focus on attracting and selecting individuals with appropriate KSAs. By ensuring a fit between employees' skills and the civil service's operational needs, merit-based recruitment can enhance job performance, as employees are more likely to be engaged and effective in their roles. The theory's attrition component is also pertinent, as it suggests that non-meritocratic recruitment (e.g., based on nepotism) may lead to poor fit, high turnover, and reduced performance, a critical issue in public sector contexts like the Edo State Civil Service.

The ASA Theory aligns with the research topic by providing a framework to explore how merit-based recruitment influences job performance in the Edo State Civil Service Commission. The theory's emphasis on attracting and selecting qualified candidates supports the study's focus on how transparent and competence-based recruitment processes lead to better employee performance, measured by productivity and service delivery. By applying ASA, the study can examine whether the Edo State Civil

Service's recruitment practices align with meritocratic principles and how this impacts employee performance, offering insights into potential reforms.

2.6 Summary of Literature Review

The civil service is a vital governance institution comprising career professionals who execute government policies and programs in a non-political capacity (Onwe et al., 2016; Agba & Bello, 2023). It includes administrative structures like ministries, departments, and agencies (MDAs) and personnel such as permanent secretaries, appointed based on expertise and independent of political changes (Igbokwe-Ibeto & Agbodike, 2017; Ayandele & Etim, 2020). Scholars describe it as a permanent, professional body that formulates and implements public policies to meet societal needs (Audu et al., 2023; Erude et al., 2023). Eke (2016) emphasize its role in enforcing policies and regulating societal functions to achieve governance objectives. The 1999 Nigerian Constitution defines it as federal or state staff employed in a civil capacity (CFRN, 1999). Modeled on the British colonial system, the Nigerian civil service upholds professionalism and permanence, providing technical expertise and continuity despite political shifts (Adebayo, 2000; Daibu, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the methods and procedures for conducting the study as follows:

3.1 Research Design

The study adopts a survey research design, utilizing a descriptive survey approach to collect data through questionnaires from selected respondents in the Edo State Civil Service Commission.

3.2 Area of Study

The study is conducted in Edo State, Nigeria, specifically focusing on the Edo State Civil Service Commission located in Benin City.

3.3 Population of the Study

The population of the study comprises all civil servants employed by the Edo State Civil Service Commission in Benin City, Edo State, Nigeria, across various ministries, departments, and agencies (MDAs). This includes administrative, executive, professional, clerical, and auxiliary staff involved in implementing government policies and programs, as well as commission officials responsible for overseeing recruitment, promotion, and performance evaluation processes. The study targets a sample of 56 respondents from this population. As such, the population of the study include fifty six (56).

3.4 Sample and Sampling Techniques

In this study, the sample size is 56. Here, the population is used as the sample size. This is because the sample size is used to reduce the outrageous number of respondents of a study for effective handling of the research result. Therefore, the researcher have decided to carry out the whole population as sample size.

3.5 Instrument for Data Collection

The major instrument that will be used for the study is the questionnaire. It is a 20-items questionnaire titled Merit-based Recruitment Process and Job Performance in Edo State Civil Service, Edo State Civil Service Commission as Case Study. The questionnaire is divided into two sections. Part A deals with the personal data of the respondents, and Part B, which is the point rating scale, was provided for the respondents to indicate the strength of their opinion.

3.6 Validity of the Instrument

The instrument will be validated by the researcher's supervisor, lecturer in in the Department of Public Administration.

3.7 Method of Data Collection

The questionnaire will be administered by the researcher to selected staffs from the Edo State Civil Service Commission. A total of fifty six (56) copies of the questionnaire will be distributed to the respondents.

3.8 Method of Data Analysis and Presentation

The data collected from the questionnaire will be analyzed using descriptive statistics such as frequency tables, percentages, and mean scores. These tools will help summarize the respondents' views and identify trends across the variables.

For hypothesis testing, Pearson Product-Moment Correlation Coefficient will be used to determine the strength and direction of the relationship between variables. This method is appropriate for examining linear relationships between two continuous variables.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

The results of this study are presented in tables corresponding to the research questions.

The findings are analyzed using frequencies and means, with a benchmark mean of 2.5 on a 4-point Likert scale (SA=4, A=3, D=2, SD=1) indicating acceptance.

4.1 Data Presentation

RESPONDENTS BIO DATA

Table 1: Gender of the Respondents

RESPONSES	FREQUENCY	PERCENTAGE (%)
Male	32	57
Female	24	43
TOTAL	56	100

(Source: Field Survey, 2025)

The data in Table 1 shows that 32 respondents (57%) are males, while 24 respondents (43%) are females.

Table 2: Age

RESPONSES	FREQUENCY	PERCENTAGE (%)
18-25	16	29
26-45	30	53
46 and above	10	18
Total	56	100

(Source: Field Survey, 2025)

The data in Table 2 shows that 16 respondents (29%) are between the ages of 18–25, 30 respondents (53%) are between 26–45 years, and 10 respondents (18%) are 46 years and above.

Table 3: Marital Status

RESPONSES	FREQUENCY	PERCENTAGE (%)
Married	26	47
Single	30	53
Total	56	100

(Source: Field Survey, 2025)

The data in Table 3 shows that 26 respondents (47%) are married, while 30 respondents (53%) are single.

Table 4: Educational Qualifications

S/N	Respondents	Frequency	Percentage (%)
1.	FLSC/SSCE	10	18
2.	NCE	18	32
3.	HND/BSC	24	44
4.	OTHERS	4	6
	TOTAL	56	100

(Source: Field Survey, 2025)

The data in Table 4 shows that 10 respondents (18%) have FLSC/SSCE qualifications, 18 respondents (32%) have NCE, 24 respondents (44%) possess HND/B.Sc, and 4 respondents (6%) fall under “Others.

4.2 Analysis of Research Questions

Research Question One: To what extent are merit-based recruitment processes implemented in the Edo State Civil Service Commission?

Table 5: Implementation of Merit-Based Recruitment Process in the Edo State Civil Service Commission Recruitment

S/N	ITEMS	SUM	SA	A	D	SD	MEAN
1.	Recruitment into the Edo State Civil Service is primarily based on qualifications and competencies	56	25 40.0%	20 36.0%	7 13.0%	4 6.0%	3.48
2.	Job vacancies are openly advertised to ensure fairness in the recruitment	56	23 41.0%	22 39.0%	7 13.0%	4 7.0%	3.43

	process.						
3.	Selection of candidates follows a transparent and competitive process.	56	24 43.0%	21 38.0%	6 11.0%	5 8.0%	3.44
4.	The Civil Service Commission strictly follows merit principles in hiring decisions	56	26 46.0%	20 36.0%	6 11.0%	4 7.0%	3.49
5.	Political or personal connections have little influence on recruitment outcomes.	56	22 39.0%	23 41.0%	7 13.0%	4 7.0%	3.40
	Grand Mean						3.45

Table 5 above shows the extent to which merit-based recruitment processes are implemented in the Edo State Civil Service Commission. The results indicate that 45% of the respondents strongly agreed and 36% agreed that recruitment is primarily based on qualifications and competencies, while only 13% disagreed and 6% strongly disagreed. This implies that the majority of respondents affirmed that recruitment in the Commission is largely merit-based. With a grand mean of 3.45, which is greater than the decision benchmark of 2.50, it can be concluded that merit-based recruitment processes are effectively implemented in the Edo State Civil Service Commission.

Research Question Two: What challenges and barriers hinder the effective implementation of merit-based recruitment in the Edo State Civil Service Commission?

Table 6: Challenges and Barriers to Merit-Based Recruitment in the Edo State Civil Service Commission

S/N	ITEMS	SUM	SA	A	D	SD	MEAN
1.	Political interference affects the objectivity of recruitment processes.	56	25 45.0%	20 36.0%	7 13.0%	4 6.0%	3.48
2.	Inadequate funding limits the adoption of transparent recruitment procedures.	56	23 41.0%	22 39.0%	7 13.0%	4 7.0%	3.40
3.	Lack of proper ICT infrastructure hinders efficient recruitment screening.	56	22 39.0%	23 41.0%	7 13.0%	4 7.0%	3.38
4.	Insufficient training of recruitment officers affects fair evaluation of candidates.	56	21 38.0	24 43.0%	7 13.0%	4 6.0%	3.30
5.	Nepotism and favoritism reduce the	56	26 46.0%	20 36.0%	6 11.0%	4 7.0%	3.50

	effectiveness of merit-based recruitment.						
	Grand Total						3.41

Table 6 above shows the challenges and barriers hindering merit-based recruitment in the Edo State Civil Service Commission. The results indicate that 45% of respondents strongly agreed and 36% agreed that political interference affects the objectivity of recruitment processes, while 13% disagreed and 6% strongly disagreed. This implies that political influence is a major factor hindering fair recruitment practices in the Commission.

Other notable challenges include inadequate funding (Mean = 3.40), lack of ICT infrastructure (Mean = 3.38), and insufficient training of recruitment officers (Mean = 3.30). Nepotism and favoritism (Mean = 3.50) were also identified as major hindrances. With a grand mean of 3.41, which is above the decision benchmark of 2.50, it can be concluded that there are significant challenges—particularly political interference and favoritism—that hinder the effective implementation of merit-based recruitment in the Edo State Civil Service Commission.

Research Question Three: What strategies can be adopted to improve merit-based recruitment processes and enhance job performance in the Edo State Civil Service Commission?

Table 7: Strategies to Improve Merit-Based Recruitment and Enhance Job Performance

S/N	ITEMS	SUM	SA	A	D	SD	MEAN
	Implementing strict anti-nepotism policies will strengthen merit-based recruitment.	56	25 45.0%	20 36.0%	7 13.0%	4 6.0%	3.46
	Continuous training for recruitment officers will improve fairness in candidate assessment.	56	24 45.0%	21 38.0%	7 13.0%	4 6.0%	3.44
	Adoption of modern ICT tools will enhance transparency in the recruitment process.	56	23 41.0%	22 39.0%	7 13.0%	4 7.0%	3.44
	Establishing independent recruitment oversight committees will reduce political interference.	56	26 46.0%	20 36.0%	6 11.0%	4 7.0%	3.47
	Adequate budgetary allocation will ensure the sustainability of fair recruitment practices.	56	27 48.0%	19 34.0%	6 11.0%	4 7.0%	3.48
	GRAND TOTAL						3.46

Table 7 above shows the strategies respondents recommended to improve merit-based recruitment and enhance job performance. The result indicates that 45% of respondents strongly agreed and 36% agreed that implementing strict anti-nepotism policies will strengthen merit-based recruitment, while 13% disagreed and 6% strongly disagreed. Similar high agreement was recorded for training, ICT adoption, oversight committees and adequate budgeting. With a grand mean of 3.46, which is greater than the decision benchmark of 2.50, it can be concluded that respondents strongly agreed these strategies would improve merit-based recruitment and job performance.

4.3 Hypotheses Test

1. Ho: There is no significant relationship between merit-based recruitment processes and Job Performance in Edo State Civil Service Commission.

H₁: There is significant relationship between merit-based recruitment processes and Job Performance in Edo State Civil Service Commission.

The hypothesis was tested using the Pearson Product Moment Correlation Coefficient (PPMCC) to determine the relationship between the implementation of merit-based recruitment processes and efficiency in the Edo State Civil Service Commission. The decision rule is to reject the null hypothesis (H_0) if the calculated p-value is less than 0.05, otherwise accept H_0 .

Table 8: Pearson Correlation Analysis of Merit-Based Recruitment and Service Delivery

Variable	N	r	p-value	Decision
Merit-Based Recruitment and Service Delivery	56	0.67	0.000	Significant

Table 8 above shows a Pearson correlation coefficient ($r = 0.67$) with a p-value of 0.000, which is less than 0.05. This indicates a strong and statistically significant relationship between merit-based recruitment and effective service delivery in the Edo State Civil Service Commission.

Hence, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_1) is accepted.

It is therefore concluded that merit-based recruitment processes are significantly implemented in the Edo State Civil Service Commission.

2. H_0 : There is no significant relationship between merit-based recruitment processes and implementation barriers in Edo State Civil Service Commission.

H_1 : There is significant relationship between merit-based recruitment processes and implementation barriers in Edo State Civil Service Commission.

Statistical Tool Used

The hypothesis was tested using the Pearson Product Moment Correlation Coefficient (PPMCC) to determine the relationship between the identified challenges and the implementation of merit-based recruitment in the Edo State Civil Service Commission. The decision rule is to reject H_0 if the p-value is less than 0.05; otherwise, accept H_0 .

Table 9: Pearson Correlation Analysis of Challenges and Barriers Affecting Merit-Based Recruitment

Variable	N	r	p-value	Decision
Challenges and Barriers vs. Merit-Based Recruitment Implementation	56	0.62	0.000	Significant

Table 9 above shows a Pearson correlation coefficient of $r = 0.62$ with a p-value of 0.000, which is less than the significance level of 0.05. This indicates a strong and statistically significant relationship between the identified challenges and the implementation of merit-based recruitment in the Edo State Civil Service Commission.

Therefore, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_1) is accepted. It is concluded that there are significant challenges and barriers—such as political interference, favoritism, inadequate funding, and lack of ICT infrastructure—

that negatively affect the effective implementation of merit-based recruitment in the Edo State Civil Service Commission.

3. Ho: There is no significant relationship between merit-based recruitment strategies and Job Performance in the Edo State Civil Service Commission.

H₁: There is significant relationship between merit-based recruitment strategies and job performance in the Edo State Civil Service Commission.

Statistical Tool Used:

The hypothesis was tested using the Pearson Product Moment Correlation Coefficient (PPMCC) to determine whether there is a significant relationship between the strategies for improving merit-based recruitment and job performance in the Edo State Civil Service Commission.

The decision rule is to reject the null hypothesis (H_0) if the calculated p-value is less than 0.05; otherwise, accept H_0 .

Table 9: Pearson Correlation Analysis of Strategies for Improving Merit-Based Recruitment and Job Performance

Variable	N	r	p-value	Decision
Strategies for Improving Merit-Based	56	0.73	0.000	Significant

Recruitment and Job Performance				
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Table 9 above shows a Pearson correlation coefficient ($r = 0.73$) with a p-value of 0.000, which is less than 0.05. This indicates a strong and statistically significant relationship between the strategies adopted for improving merit-based recruitment and enhanced job performance in the Edo State Civil Service Commission.

Hence, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_1) is accepted. It is therefore concluded that the strategies for improving merit-based recruitment processes significantly enhance job performance in the Edo State Civil Service Commission.

4.4 Discussion of Findings

The study examined the implementation of merit-based recruitment processes, the challenges hindering its effectiveness, and strategies to enhance job performance in the Edo State Civil Service Commission. The findings from the data analysis are discussed as follows:

The results revealed that merit-based recruitment processes are effectively implemented in the Edo State Civil Service Commission. The majority of respondents agreed that recruitment decisions are largely determined by qualifications and competencies, and that job vacancies are openly advertised to ensure fairness and transparency. The grand

mean of 3.45 indicates a high level of agreement, suggesting that recruitment practices in the Commission largely adhere to merit principles. This demonstrates that employment decisions are guided primarily by competence rather than favoritism, promoting the selection of suitably qualified individuals for civil service positions.

The study also found a significant and positive relationship between merit-based recruitment and job performance. Employees recruited through merit demonstrated higher productivity, better teamwork, and quicker adaptation to job responsibilities. The Pearson correlation coefficient ($r = 0.67$, $p = 0.000$) confirms a strong, statistically significant relationship, supporting the hypothesis that merit-based recruitment contributes positively to service delivery. These findings align with existing literature, which emphasizes that transparent and competency-driven recruitment improves employee efficiency, motivation, and overall organizational performance.

Despite the positive impact of merit-based recruitment, several challenges were identified that hinder its full implementation. Key barriers include political interference, inadequate funding, insufficient ICT infrastructure, limited training of recruitment officers, and persistence of nepotism and favoritism. Political interference and favoritism were particularly significant, as indicated by high mean scores (3.48 and 3.50 respectively), suggesting that these factors undermine transparency and fairness in recruitment processes. The Pearson correlation analysis ($r = 0.62$, $p = 0.000$) further

indicates a strong relationship between these challenges and recruitment implementation, confirming that these barriers have a tangible negative effect on meritocracy within the Commission.

Respondents proposed several strategies to strengthen merit-based recruitment and enhance job performance. These include enforcing strict anti-nepotism policies, providing continuous training for recruitment officers, adopting modern ICT tools, establishing independent recruitment oversight committees, and ensuring adequate budgetary allocation. The grand mean of 3.46 shows strong agreement among respondents that these strategies are effective. Pearson correlation results ($r = 0.73$, $p = 0.000$) indicate a statistically significant relationship between the adoption of these strategies and improved job performance, highlighting that systematic improvements in recruitment processes can directly enhance employee efficiency and overall service delivery.

Overall, the findings suggest that the Edo State Civil Service Commission has made significant strides in implementing merit-based recruitment, which positively influences employee performance. However, addressing identified barriers—particularly political interference and favoritism—remains critical to achieving full meritocracy. Implementing the recommended strategies can further enhance fairness, transparency, and efficiency, thereby contributing to improved public service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMEDATION

5.1 Summary

This study investigated the merit-based recruitment process and its impact on job performance in the Edo State Civil Service Commission (ESCSC) from 2010 to 2024. Using a survey research design, data were collected from 56 civil servants via a 15-item questionnaire and analyzed using frequencies and means. The findings revealed that merit-based recruitment is significantly implemented in the ESCSC, enhancing employee productivity, teamwork, and adaptability, though it does not ensure all

employees meet performance standards. Major barriers include nepotism, political interference, inadequate funding, and ICT deficiencies. Strategies such as anti-nepotism policies, training, ICT adoption, oversight committees, and increased funding were recommended to address these challenges. Grounded in the ASA Theory, the study underscores the importance of aligning recruitment with organizational goals to improve performance. It contributes to HRM and Public Administration by providing empirical evidence for recruitment reforms in Edo State, offering policymakers actionable insights to enhance civil service efficiency and transparency. Future research could explore longitudinal impacts or compare Edo State with other Nigerian states.

5.2 Conclusion

This study examined the merit-based recruitment process and its impact on job performance in the Edo State Civil Service Commission (ESCSC). The findings confirm that merit-based recruitment is significantly implemented, enhancing employee productivity, teamwork, and adaptability, though it does not guarantee all employees meet performance standards. Key barriers, including nepotism and political interference, hinder effective implementation, but strategies like anti-nepotism policies and ICT adoption offer viable solutions. By addressing the knowledge gap on recruitment practices in Edo State, this study contributes to Human Resource Management and Public Administration, providing evidence-based insights for civil service reforms.

Enhancing merit-based recruitment can strengthen the ESCSC's capacity to deliver efficient and transparent public services, fostering sustainable governance in Edo State.

5.3 Recommendations

Based on the findings, the following recommendations are proposed to enhance merit-based recruitment and job performance in the ESCSC:

- a. **Strengthen Anti-Nepotism Policies:** Implement strict regulations to curb nepotism and political interference, as identified in Table 7 (Mean: 3.50). The ESCSC should establish a code of conduct for recruitment officers, with penalties for favoritism, to ensure merit-based hiring.
- b. **Enhance Recruitment Officer Training:** Provide regular training on fair evaluation techniques, addressing the issue of insufficient training (Table 7, Mean: 3.30). Workshops on competency-based assessment can improve transparency and objectivity.
- c. **Adopt Modern ICT Tools:** Invest in digital platforms for job advertising, screening, and selection to address ICT infrastructure deficiencies (Table 7, Mean: 3.38). This aligns with Edo State's digital transformation initiatives (Edo State Government, 2020).
- d. **Establish Independent Oversight Committees:** Create independent panels to monitor recruitment processes, reducing political interference (Table 7, Mean:

3.48). These committees should include external stakeholders to ensure impartiality.

- e. **Increase Budgetary Allocation:** Allocate sufficient funds to support transparent recruitment practices, addressing funding constraints (Table 7, Mean: 3.40). This could involve prioritizing recruitment in the ESCSC's annual budget.

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APPENDIX
QUESTIONNAIRE

Department of Public Administration,
Faculty of Social Science,
University of Benin,
Benin City.

Dear Sir/Madam,

**REQUEST FOR YOUR COOPERATION IN COMPLETING THIS
QUESTIONNAIRE**

I am an undergraduate student in the Department of Public Administration from the above mentioned university. As part of the requirements for my B.Sc. degree, I am conducting research on the topic: Merit-based recruitment process and Job performance in Edo state civil service: A Case Study of Edo State Civil Service Commission. This questionnaire is designed to collect relevant data for the study. Your responses will be used solely for the purpose stated above and will remain confidential.

I kindly request your sincere and thoughtful responses to all questions in the questionnaire. Please indicate your answers by ticking [] in the space provided under the most appropriate column for each item.

Thank you for your valuable cooperation and support.

Akaba Ufuoma Israel

Researcher

Instructions: Please tick [] the appropriate box in the table below:

Section A: Socio-Demographic Data of Staff in Edo State Civil Service Commission

Category	Options
Sex	Male [<input type="checkbox"/>] Female [<input type="checkbox"/>]
Age Range	18-25 years [<input type="checkbox"/>] 26-45 years [<input type="checkbox"/>] 46 years & above [<input type="checkbox"/>]
Marital Status	Single [<input type="checkbox"/>] Married [<input type="checkbox"/>]
Educational Qualification	FLSC/SSCE [<input type="checkbox"/>] NCE [<input type="checkbox"/>] HND/B.Sc. [<input type="checkbox"/>] Others [<input type="checkbox"/>]

SECTION B:

Instructions

Please tick [] the appropriate box (column) in the table below to indicate the extent to which you agree or disagree with the following statements.

Keys: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

Section B: Questionnaires for Staff in Edo State Civil Service Commission?

Research Question One: To what extent are merit-based recruitment processes implemented in the Edo State Civil Service Commission?

Table 1: Implementation of Merit-Based Recruitment Process in the Edo State Civil Service Commission.

S/N	ITEMS	SA	A	D	SD
1.	Recruitment into the Edo State Civil Service Commission is primarily based on qualifications and competencies.				
2.	Job vacancies are openly advertised to ensure fairness in the recruitment process.				
3.	Selection of candidates follows a transparent and competitive process.				
4.	The civil service commission strictly follows merit principles in hiring decisions.				
5.	Political or personal connections have little influence on recruitment outcomes.				

Research Question Two: What challenges and barriers hinder the effective implementation of merit-based recruitment in the Edo State Civil Service Commission?

Table 2: Challenges and Barriers to Merit-Based Recruitment in the Edo State Civil Service Commission.

S/N	ITEMS	SA	A	D	SD
6.	Political interference affects the objectivity of recruitment processes.				
7.	Inadequate funding limits the adoption of transparent recruitment procedures.				
8.	Lack of proper ICT infrastructure hinders efficient recruitment screening.				
9.	Insufficient training of recruitment officers affects fair evaluation of candidates.				
10.	Nepotism and favoritism reduce the effectiveness of merit-based recruitment.				

Research Question Three: What strategies can be adopted to improve merit-based recruitment processes and enhance job performance in the Edo State Civil Service Commission?

Table 3: Strategies to Improve Merit-Based Recruitment and Enhance Job Performance.

S/N	ITEMS	SA	A	D	SD
11.	Implementing strict anti-nepotism policies will strengthen merit-based recruitment.				
12.	Continous training for recruitment officers will improve fairness in candidate assessment.				
13.	Adoption of modern ICT tools will enhance transparency in the recruitment process.				
14.	Establishing independent recruitment oversight committees will reduce political interference.				
15.	Adequate budgetary allocation will ensure the sustainability of fair				

	recruitment practices.				
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Department of Public
Administration,
Faculty of Social Sciences,
University of Benin,
Benin City, Edo State.
25th August, 2025.

The Permanent Secretary,
Edo State Civil Service Commission,

Block 4, State Secretariat Complex,
Sapele Road, Benin City,
Edo State.

Dear Sir/Ma,

**REQUEST FOR INFORMATION ON STAFF STRENGTH IN THE EDO STATE
CIVIL SERVICE COMMISSION.**

I am an undergraduate student in the Department of Public Administration, Faculty of Social Sciences, University of Benin. I am currently carrying out research for my B.Sc. project titled: “Merit-Based Recruitment Process and Job Performance in Edo State Civil Service: A Case Study of the Edo State Civil Service Commission.”

In line with this study, I respectfully request information on the total number of staff in the Edo State Civil Service Commission. The information obtained will be used strictly for academic purposes and will greatly assist in the successful completion of my project work.

I would be sincerely grateful if this request is granted at your earliest convenience.

Thank you for your kind attention and anticipated cooperation.

Yours faithfully,

Akaba Ufuoma Israel

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