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Examining The Impact Of Recruitment Practices On Organizational Productivity In The Civil Service Of Rivers State, 2013-2023

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ABSTRACT

This study explores the relationship between recruitment strategies and organizational productivity in the Rivers State Civil Service from 2013 to 2023. The effective recruitment of personnel is crucial for fostering a competent workforce capable of meeting the demands of a dynamic public sector environment. This paper employed a mixed-methods approach, combining quantitative data analysis with qualitative insights gathered from interviews and surveys among civil servants and management in Rivers State. The study identifies key recruitment practices that significantly impact productivity levels, such as job clarity, talent acquisition methods, and onboarding processes. Findings reveal that a mismatch in recruitment strategies leads to inefficiencies, increased turnover, and a decline in service delivery quality. Moreover, it underscores the critical role of continuous training and adaptation of recruitment practices to align with evolving organizational goals. The implications of this research suggest that enhancing recruitment processes can lead to a more motivated and skilled workforce, ultimately improving the overall performance of the Rivers State Civil Service. This study provides valuable insights for policymakers and stakeholders aiming to elevate public sector efficiency through strategic human resource management.

Keywords: Recruitment, organizational productivity, Civil Service, Rivers State, human resource management, public sector efficiency

INTRODUCTION

Effective recruitment exercise is essential for any organization whether public or private, to hire potential candidates to deliver quality and prompt service to the people as well as meet the needs of the organization. Recruitment is defined as the process of identifying and attracting qualified or proper applicants to fill vacant positions both from within and without the organization (Anwar & Abdullahi, 2021). It is the systematic analysis of jobs and the discovering and sourcing of candidates that are appropriate for specific jobs (Gardi, Hamawandy, Vian, Sulaiman, Mahmood, & Al-Kake, 2020). An efficient recruitment process has the capacity to exert a positive influence on enhancing employee commitment, productivity, and the overall quality of work.

Recruitment takes place in civil service to just provide a large group of candidate that is big enough to let civil service commission select the civil servant that they need. Civil service is one of the institutions that keeps the machinery of government going. In Public Administration, the civil service is the heartbeat and major instrument through which government, be it colonial, military or civilian administration manage

development (Olu-Adeyemi, 2009). Civil Servants are the body of government officials that are employed in civil occupations that are neither political nor judicial to run the public service of a country. In every country Nigeria inclusive, civil service is seen as an effective instrument through which government provides essential services to her citizenry.

It has been revealed through extant literature such as Obichere and Onuoha (2019), that a critical look into civil service in Rivers State reveal that many functions are being carried out by few employee. Some staff are over-burdened while others are over-bloated which leads to redundancy, gossips due to idleness at the workplace and duplicity of functions. Rivers State Civil Service has evolved into a fertile ground for discord and miscommunication, consequently resulting in subpar performance among its employees.

Alluding to this line of thought, Naetor, Iheriohanma and Ukachukwu (2016) observed that, Rivers State Civil Service has low productivity and high rate of personnel turnover. However, it is worrisome to note that the performance of civil servant in Rivers State civil service system is abysmally poor. The issue that agitates mind for solution is what methods of recruitment was deployed by recruitment in the employment of it staff?" how did the unproductive staff find their way into the system? This are important because the Nigerian Civil Service placed a lot of premium on the interview method for selection, which in line with the public service rule to ensure only eligible candidates are recruited into the system.

Eneanya (2009), averred that despite the detailed civil service rules and regulations concerning the method of recruitment and selection into the service, the staff composition of most Ministries, Departments and Agencies (MDAs) reveals that incompetent and quacks' get recruited against the principles of merit and technical competence embedded in Max Weber's ideal bureaucracy. The inefficiency of the civil servant and deduction in productivity of goods and services as well as implementation of public services is caused by the method of recruitment employed by the Rivers state civil service commission. It is against this background that the researcher considered the need for critical analysis of the methods of recruitment and the relationship between recruitment method and organizational productivity.

Based on the fore - going, the following research questions were posed:

- I. What are the effects of recruitment method on service delivery in Rivers State Civil Service?
- II. What is the effect of recruitment method on the organizational productivity in the Rivers State Civil Service?

THEORETICAL FRAMEWORK

The paper adopted bureaucratic theory as its conceptual construct. Max Weber (1864- 1920) popularised the term bureaucracy after Vincent de Gourney coined the term in 1745. Bureaucracy is found everywhere whether public or private organizations, developed or developing nations seemingly bureaucratic organizations are global phenomenon. Sharma, Sadana and Kaur (2013) posit that whether we live under the most totalitarian despotism or in the most liberal democracy, we are governed to a considerable extent by a bureaucracy of some kind and it is known as an emerging dominant feature of the modern society.

Bureaucracy as a concept is confusing and as such has attracted different definitions by different scholars. Bureaucracy is delineated as an archetype, serving as an abstraction intended to underscore the most salient and pivotal features of the construct of bureaucracy. Bureaucracy functions as a structured system of organization and management where roles, tasks, and relationships among individuals and positions are explicitly defined, meticulously prescribed, and regulated in accordance with formal authority. It comprises a concise formulation consisting of a well-established hierarchy of authority, overlaid on a highly intricate division of labor.

Additionally, bureaucracy, in other terms and in general usage, pertains to any group of governmental or administrative officials characterized by excessive formality, the utilization of verbose language and technical terminology as the primary mode of communication, rigidity in procedures, and a strict adherence to the powers and limitations of their office; in essence, red tape. Bureaucracy represents a

novel society and a distinct culture, embodying a fresh approach to wielding authority (Sharma *et al.*, 2013). Subsequently, Alapiki (2010) views bureaucracy as the machinery of administration, the system of carrying on the business of government through ministries, departments, and extra ministerial bodies by formal measure and routine procedures.

Before Gourney cited by Orluwene (2016) conception of bureaucracy, there had been the ideas of bureaucracy. Long before the 18th century, political philosophers had expressed the idea that states should be served by efficient, diligent and loyal officials. For instance, by 165 BC, in Ancient Egypt and Roman Empire, there existed very large-scale administrative task and each developed its own form of bureaucracy to carry out its duties. Also, in Prussian there was a fully developed bureaucracy established by Great (1688-1748), which was a large-scale administrative task of paying the debt and bringing sanity to the financial chaos left unresolved by his father as the task raising the money to maintain the third most powerful army in the world. At this time, bureaucracy is described by its officials, referred to as government by officials with the tendency to exceed its proper function. Gourney rightly observed that:

We have an illness in France which bids fair to play havoc with us; this illness is called bureau mania. The dictionary of the French Academy accepted the word in its 1798 supplement and defined it as "power influence of the heads and staffs of government bureaus", (cited Orluwene, 2016).

Max changed its focus from concentrating on the officials to the mode of operation. He was particular about human interactions within the orbit of roles and responsibilities in the structure of the bureaucratic organization and came with the conclusion that three types of authority exist in every bureaucratic organization. He believes that in every organization powers are distributed and he wondered why staff obeys commands. He made a distinction between power and authority; that power is the ability to force people to obey order. Every organization have norms and orders which must be strictly adhered to if the organization must continue to exist, this is where power comes in handy staff are forced to obey orders when the orders are in line with the norms and values of the organization, compliance to these orders will be more effective as it eventually becomes a part and parcel of the staff. While authority is based on legitimation, staff sees the issuing of orders by their superior as being legitimate.

Max bureaucratic theory is another stream of idea in the classical theory categorisation. Weber never defines "bureaucracy in the explicit way in which he defined "class" or "status group", he regarded bureaucracy as a universal social phenomenon, and the means of carrying "community action" over into rationally ordered "societal action" (Sharma *et al.*, 2013). Weber opined that:

Bureaucracy is the most efficient form of administrative organization, because experts with much experience are qualified to make technically correct decisions, and because disciplined performance governed by abstract rules and coordinated by the authority hierarchy posters a rational and consistent pursuit of organizational objectives, (as cited in Orluwene,2016).

Weber popularizes bureaucracy as the most effective form of the organization for achieving superior performance. He also developed an ideal model of bureaucratic organization which eliminates from official business: love, hatred and all forms of irrationality experienced in organizations. Weber identifies the following as the main features of bureaucratic organization:

1. Formal rules and procedures: written rules and procedures specify the behaviours desired from members, it facilitate and ensures uniformity.
2. Specialization of labour: Jobs are broken down into routine, well-defined task so that members know what in expected of them and can become extremely competent at their particular subset of tasks.
3. Impersonal orientation: Max argued that working atmosphere of any organization should provide an impersonal orientation; staff is expected to make decisions based on fact without emotions, hatred or passion. Here, members of the administrative staff are separated from administration, that is; there is a total separation of the properties of the organization and the properties of the administrative staff.

Impersonality ensures equal treatment and facilitates rationality, there is spirit formalist impersonality practiced in the organization.

4. Well-defined hierarchy: The organization adheres to the principles of hierarchy; that is to say officer at the lower cadre is under the control and supervision of a higher one, the lower staff is accountable to his superior staff for his actions.
5. Specialised training: This is a basic requirement for an organization with technical rules and procedures to teach members of the organization what to do and how to do them, (Inyang, 2005).

Weber's bureaucracy was intended as an ideal type, it offers such benefits as specialization, stability of tenure of personal and rationality.

Max postulate on the rationalization of a modern society which is a concept that he created in his analysis he holds that; it is the process whereby modern society becomes concern with efficiency, predictability, calculability and dehumanization. According to Ritzer (2007), practical rationality, theoretical rationality, substantive rationality and formal rationalization are the four types of rationality that lies at the heart of Weber's theory of rationalization. Practical rationality which is the first is found in people's day-to-day activities that reflect their worldly interest. People calculate available means available to them to reach their ultimate end. All human beings engage in practical rationality in attempting to solve their daily problems (Levin, 2020). Theoretical rationality involves deduction, the attribution of causality, and the arrangement of symbolic meaning. It is a cognitive process for only the intellectuals, being able to give logical meaning to world that appears haphazard (Kalbery, 2010).

Substantive rationality involves postulates and values that guide people in their daily lives. These postulates and values are rational when they are consistent with specific values preferred by actors. It involves a choice of means to end guided by some larger system of human values. Formal rationality involves the rational calculation of means to ends based on universally applied rules, regulations and law it is practiced in large scale structures as the bureaucracy. The choice of means to ends is determined by these larger structures and their rules and laws (Ritzer, 2007). In the past, people had to discover mechanisms on their own with general guidance from larger value system, now, we no longer discover for ourselves the optimum means has already been discovered and incorporated into the rules, regulations and structures of our social institution. For Weber, the formal rationality was created to dominate the modern western industrialized world.

Government everywhere is saddled with the responsibilities of providing and distributing of goods and services, maintenance of law and order, policy formulation and implementation of the various governmental programmes to its citizens. The only way government prosecute its agenda successfully is through the assistance of the state parastatal known as Rivers State Civil Service. The whole essence of creating the civil service is for efficient and effective service delivery hence the different processes employed during recruitment. Accordingly, civil service as a mechanism of governance entrusted with the duty of executing governmental responsibilities of harnessing its natural resources to provide public services to meet the requirements of political sovereignty.

Civil service is created to work for the government in power and this can be done by way of bureaucratization, because bureaucracy is necessary for the functioning of a large organization like civil service, where things are done structurally and hierarchical which is in line with the tenets of bureaucracy. The structure of civil service follows the principles of hierarchy, fixed rules and procedures, specialization, impersonal detachment, technical qualification, non-bureaucratic head and officials appointed on the basis of merit (competency and qualifications).

The system of civil service operated today is the type where ethnicity, federal character principle, quota system, cronyism, favouritism and political consideration are the basis for employment to the alter neglect of merit and technical qualification of Weber's ideal bureaucracy. Max analysis is in two parts, first it tackles the aspect of recruitment, he posits that recruitment should be done based on technical qualification; examination and merit should be used to determine qualification for entry into civil service and it should be part of any other organization. The other part talks about how civil service should be

structured. There should be division of labour, well defined hierarchy, specialized training, formalistic impersonality, defined rules and regulation, for any organization to be effective and efficient in-service delivery, it must adhere strictly to the tenets of bureaucracy. Bureaucracy is the best form of rational industrial organization because it offers superior performance over any form of organization, and that it removes from bureaucratic structure all forms of official business love, hatred, irrational, and emotional elements which escape calculation.

The relevance of bureaucratic theory to this study is that, the theory is hinged on technical qualification, specialised training, well defined hierarchy, impersonality, informal rules and regulation, and specialisation of labour. For Max, recruitment should be done base on technical qualification, after which management must adhere strictly to the tenets of bureaucratic theory to enhance productivity in Rivers state civil service.

DATA PRESENTATION AND ANALYSIS

Research Question 1: *What are the effects of recruitment method on service delivery in Rivers State Civil Service?*

Table 1 Summary of Mean and Standard Deviation on the Effect of Recruitment Method on Service Delivery in Rivers State Service.

S/N	What are the effects of recruitment method on service delivery in the Rivers State Civil Service?	SA	A	D	SD	Mean	Std.	Remark
1.	Enhanced the recruitment of staff with the right competence and skills	23	29	217	125	1.87	0.63	Rejected
2.	Enhanced the recruitment of staff with the right ethical values and organizational commitment	41	23	161	169	1.84	0.64	Rejected
3.	Enhanced the employment of optimal workforce required for optimal service delivery	41	23	161	169	1.84	0.64	Rejected
4.	Enhanced the efficient and effective delivery of government service.	33	27	202	132	1.90	0.69	Rejected
5.	Service delivery in Rivers State Civil Service meets acceptable standard and expected results.	32	26	204	132	1.90	0.69	Rejected
	Grand mean					1.87	0.66	Rejected

Source: Field Study, 2024.

The data presented in table 1 speaks to the effect of recruitment method on service delivery in the Rivers State Civil Service. The item on the existing recruitment method having enhanced the recruitment of staff with the right competence and skill got a mean score ($\bar{x} = 1.87$, std. 0.63). This was below the criterion mean of $\bar{x} = 2.5$ and therefore rejected. Similarly on whether the method had enhanced the recruitment of staff with the right ethical values and organizational commitment, the mean score was ($\bar{x} = 1.84$, std. 0.64). This was also below the criterion mean and therefore rejected. That the method of recruitment in the Rivers State Civil Service has enhanced the employment of optimal workforce required for optimal service delivery got ($\bar{x} = 1.84$, std 0.64). This was also rejected for being below the criterion mean. The next item was whether the method of recruitment in the Rivers State Civil Service has enhanced the efficient and effective delivery of government service. This item got a mean score ($\bar{x} = 1.90$,std, 0.69). It was below the criterion and therefore equally rejected. The last item measured for this segment was

whether recruitment method has enhanced the delivery of government service to meet acceptable standard and expected result. The mean score ($\bar{x} = 1.9$, std. 0.66) indicated the rejection by the respondents that service delivery in the Rivers State Civil Service meets acceptable standard and expected results.

Generally, a grand mean of ($\bar{x} = 1.87$, std 0.66) which was also below the criterion mean of 2.5 conveyed respondents view that recruitment method has not produced significant positive effects on service delivery in the Rivers State Civil Service.

Research Question 2: *What is the effect of recruitment method on the organizational productivity of the Rivers State Civil Service?*

Table 2: Summary of Mean and Standard Deviation of Effect of Recruitment Method on the organizational Productivity of the Rivers State Civil Service

S/N	What is the effect of recruitment method on the organizational productivity of Rivers State civil service?	SA	A	D	SD	Mean	Std	Remark
1.	Quality manpower in Rivers State Civil Service has enhanced effective service delivery	39	26	213	116	1.97	0.54	Rejected
2.	There is regular massive recruitment into Rivers State Civil Service.	23	29	217	125	1.87	0.54	Rejected
3.	The performance of the civil servants in Rivers State has enhanced the operation of the Rivers State Government	41	41	138	174	1.87	0.98	Rejected
4.	The competence of the civil servants matches global competitiveness	39	23	214	116	1.95	0.53	Rejected
5.	Calibre of manpower in the Rivers State Civil Service has enhanced its productivity.	41	16	169	188	1.82	0.42	Rejected
	Grand mean					1.90	0.49	Rejected

Source: Field Study, 2024.

The analysis of the table 2 above showed the summary of mean and standard deviation of effect of recruitment method on the organizational productivity of the Rivers State Civil Service. The result showed that the respondents disagreed with a mean score ($\bar{x} = 1.97$, std. 0.54) that the recruitment method has enhanced quality manpower for effective service delivery in the Rivers State Civil Service. Meanwhile $\bar{x} = 1.97$ was below the criterion mean of 2.5 and was therefore rejected. The item on regular massive recruitment exercise in the Rivers State Civil Service got ($\bar{x} = 1.87$, std. 0.48). This indicated that the respondents disagreed that there is regular recruitment into the Rivers State Civil Service. The item on whether the performance of the civil servants in Rivers State has enhanced the operation of the Rivers State Government got a ($\bar{x} = 1.87$, std. = 0.48). With a mean score of $\bar{x} = 1.87$ which was below the criterion mean, there is empirical evidence that the performance of civil servant in River State has not enhanced the operation of the Rivers State Government. The issue on recruitment method producing competent staff or civil servant that matches global competitiveness have a mean and standard deviation of ($\bar{x} = 1.95$, std. = 0.53). Finally item on the caliber of manpower in the Rivers State Civil Service having affected productivity got ($\bar{x} = 1.82$, std. = 0.42).

The result of table 4.7 on recruitment method and organizational productivity of the civil service showed a grand mean and standard deviation ($\bar{x} = 1.90$, std = 0.49). The calculated mean of ($\bar{x} = 1.90$) is below the criterion mean of 2.5. This mean the position was rejected. The indication therefore was that the recruitment method into the Rivers State Civil Service has not positively affected productivity.

A Permanent Secretary in the ministry; Mrs. Stephanie Lauden, while responding to the question ‘on productivity in Rivers State Civil Service replied thus:

You know that productivity has to do with the relationship between input and output; quality of human resources recruited, availability of natural resources, capital accumulation, microeconomic and macroeconomic environment. The budget allocations of the ministries do not go to the ministries directly; that ministries are not in control of funds rather they get funding from government house. The key determinant of productivity in any civil service is dependent on the structures, machinery and equipment. The more capital a worker has to work with, the greater the output he can produce. The last time civil service commission did a massive recruitment was more than five years ago, which is the reason for low availability of manpower. Productivity cannot be measured on a general terms, it depends on the ministries, their job description and job specialization. My assessment of the civil service so far is that Rivers State Civil Servants are doing well when you compare the availability of both manpower and the capital available to them, (Lauden, Personal communication, 10 March, 2024).

In another interview with Dr. Nicole Moses, a senior civil servant while responding to the same question strongly held that:

You cannot talk about productivity without considering the working environment and the factor that enhance productivity; for her training, motivation, good and healthy work environment will enhance the quality of workforce. The last time Rivers state government employed massively was a long time and from that time till date many civil servant have retired. Governmental functions are carried out by one person and in most departments you find support staff doing most of the jobs. These support staff are not paid salaries yet they are over-burdened with the many functions. She revealed that funds are not released to ministries. (Moses, Personal communication, 10 March, 2024).

FINDINGS AND DISCUSSION

Effect of Recruitment Method on Service Delivery in the Rivers State Civil Service

From the data presented and analyzed in respect of research questions four and hypothesis four, the study found that the recruitment method had not improved service delivery of the Rivers State Civil Service. With a grand mean of ($\bar{x} = 1.87$), the result of the analysis of the research question showed that recruited method had not significantly impacted service delivery in the Rivers State Civil Service. Similarly, the test of hypothesis showed the null hypothesis was rejected, indicating a significant negative relationship between recruitment method and service delivery. What this implied was recruitment method has not enhanced the recruitment of skilled and competent staff with the right ethical values of organizational commitment. This has adversely affected service delivery.

Again, the recruitment method has not enhanced the employment of optimal workforce required for optimal service delivery, as such as service delivery in the Rivers State Civil Service could not be said to have met acceptable standard and expected result. There are empirical evidence to strengthen this point. It suffice that add even the teachers recruitment of 2013 had not occasioned efficient service delivery in the schools. There are indications that core subject such as mathematics, physics, and chemistry are lacking in qualified teachers. This is particularly so in the rural areas.

One of the areas of poor service delivery in Rivers State is the problem of policy communication. In our view the irregular recruitment method in the civil service robs the system of inadequate manpower to carry out the key function of policy communication. Policy communication requires professional development communication expert who is equally ICT compliant in the emerging globalized digital

world of work. For instance, since the removal of fuel subsidy and the economic hardship occasioned by it, the Rivers State government had not communicated to the people its policy to cushion the effect of the fuel removal on the socio-economic lives of the people of the state. It is evidential that removal of subsidy increases the revenue size of the federal government, which through Federal Account Allocation Committee had trickled down to the states and even the local government areas. The implication is that more money is available to the state from the subsidy removal. It behoves on the government to utilize this resources for enhanced service delivery. While it would be hasty to conclude that the state government is not committed to service delivery, it would rather to correct to say that government had failed to communicate it plan, actions and policy direction in the light of the people to the citizens. It is the researcher's opinion that want or lack of qualified manpower to carry out the function of effective policy communication is due to lack of qualified person to carry such onerous function. This hinged on poor recruitment method and strategy.

There is evidence of poor service delivery due to poor manpower in the Ministry of Education. Their collection of original First School Leaving Certificate (FSLC) is a very herculean task. It is evident that backlog of FSLC of 1993 – 2022 had not been produced and released to the schools for upward transmission to the respective students. Two things are involved; the certificate production unit of the ministry is dysfunctional due to poor manpower to maintain and run the printing/production equipment. Secondly, there is the non-existence offices and officers to coordinate production of government document. When the document such as those described above and other government records or service required by the offices are not delivered due to the problem of incompetent staff, government service delivery is undermined.

The research got his shared experienced from the field work. Several visits to the Rivers State Civil Commission to obtain hard data on recruitment in Rivers state from 2013 – 2023 was frustrating. The Commission could only say Electrical, Mechanical and Waste Engineers and Clerical Staff were employed in 2013, Experienced Surveyors, Medical Officers, Accountants and Auditors and Administrative Staff in 2016, State Counsels in 2018 and Doctors and Nurses in 2018 and that there was an aborted civil service recruitment in 2023. Beyond this it could not produce data on diversity of the people employed. It also could not provide evidence of manpower need assessment conducted as precursory to recruitment. The indication again is that functional, efficient and effective research, planning and documentation office and officers in the government departments are seriously lacking. This study reveals that the recruitment approach has boosted efficiency within the Nigerian customs service; however, it has not yielded the same results within the Rivers state civil service.

IMPACT OF RECRUITMENT ON ORGANIZATIONAL PRODUCTIVITY OF THE RIVERS STATE CIVIL SERVICE

The data presented and analyzed in response to research question five and hypothesis five indicated that recruitment and the absent of massive recruitment has translated in poor organizational productivity of the Rivers State Civil Service. The empirical evidence with a grand mean of $\bar{x} = 1.90$ which was below the criterion of 2.5 strengthened this position. The position is further strengthened by the test of hypothesis. The rejection of the null hypothesis indicated that there is a significant negative relationship between recruitment and organizational productivity of the Rivers State Civil Service. The point been made from this analysis was that quality of manpower in the civil service had not enhanced organizational. This is the outcome of faulty and irregular recruitment. The Rivers state civil is bereft of qualified, dedicated, committed, disciplined manpower with the right skills, knowledge, attitude and competence to drive service delivery and organizational productivity.

The findings of this study is in contrast with the finding of Oyadiran, Ishaq and Kola (2023) and Dan *et al* (2020) which found a positive correlation between recruitment and productivity in the Nigeria Custom Service. The study is also agreement with Dickson, Achanya and Andeline (2021) on employee's development and productivity in Plateau State Local Government Service Commission, which found

among other: the lack of qualified manpower and poor compensation system as major issues that affects employee's development and productivity in the public service. The difference lies in the availability of well organized, coordinated, regular, transparent recruitment process in the sector they studied. Unfortunately, all these are lacking in the Rivers State Civil Service.

CONCLUDING REMARKS

In conclusion, the findings of this study highlight the significant impact of effective recruitment strategies on organizational productivity within the Rivers State Civil Service. As the backbone of public administration, the quality of personnel recruited directly influences service delivery and overall governmental efficiency. By identifying critical recruitment practices such as clear job descriptions, strategic talent acquisition methods, and comprehensive onboarding processes, this research underscores the importance of aligning human resource management practices with organizational goals. Furthermore, the link between recruitment practices and employee retention demonstrates that investing in a well-structured hiring process not only reduces turnover but also fosters a more engaged and competent workforce. To address the challenges faced by the Civil Service, stakeholders must prioritize the continuous evaluation and adaptation of recruitment strategies in response to changing demands and expectations. This approach is essential for building a resilient and capable public sector workforce that can effectively meet the needs of the community. Ultimately, enhancing recruitment processes will not only improve individual performance but also contribute to the broader objective of elevating public sector efficiency in Rivers State. This study paves the way for future research to explore the long-term benefits of strategic recruitment on organizational success in the public domain. Based on the above, the following recommendations are advanced:

- 1) The above law when passed should make organizational manpower need assessment a compulsory precondition before any recruitment exercise. The number of personnel to be employed in each category should be made a compulsory part of advertisement for jobs.
- 2) Factors such as motivation, training, conducive environment should be taken more seriously by the Rivers State Government through the civil service commission

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