

Effect of Selection Interview on Organizational Performance in Hotel Management in Nigeria

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1 Introduction

Selection strategy has been described as a crucial part of the recruitment process. It is the strategy that has to do with the screening, shortlisting, interviewing and placement of applicants who applied for the advertised job vacancies. A selection strategy is a veritable tool utilized by the recruiting organization to identify candidates with core competencies for the job vacancies. It enables an organization to make the right decision in selecting quality employees for its workforce. Heiw (2013) defined selection as the process of identifying applicants who have the required qualifications to fill the existing job

opening. It is a vigorous fact that hiring decisions affect the overall performance of an organization. Conversely, wrong hiring decisions can mar or inhibit organizational performance.

The importance of staff to the existence of any organization was re-echoed by Omisore (2014) where he enunciated that recruitment and selection of staff in public and private organisations were paramount to its existence. He stated that the staff runs the vision and mission of the organization into reality. The objectives of any organization can only be achieved through effective coordination of the human resource. However, the value of the human resource to an organization has been undermined in the process of recruitment.

So many organizations have collapsed due to a staffing problem. Staffing and organization are key issue in the hospitality industry being service-oriented. Rendering of services to customers or guests in tourism, transportation, hotel and restaurants in a competitive environment demands capable and responsive personnel. The competitive nature of the hotel industry has made some hotels to increase the number of services offered such as suites, public dining, banquet facilities, lounges and entertainment facilities. These additional services have increased hotel activities necessitating the need for thorough management education and regular training programmes for managers, employees and other operators.

A positive correlation between recruitment and selection process has been over-stressed by management experts. It has been argued that companies or organization that employed workers without reference to corporate values and identity are risking inappropriate choices for vacant jobs hence the misdirection of skills and competences. This could result in a huge loss to the employer in the form of a mediocre worker's productivity. It may also lead to underutilization of employees' aptitude and waste of talent capacity (Jolaosho et al, 2018, Davis 2004 and Njenga, 2008). To maintain and improve the competitive advantage of a company, the step by step processes of selecting candidates for employment have to be addressed by the recruiting organization. The competitive advantage of an organization should be very unique, inimitable and non-substitutable. This can only be enhanced by a competent workforce. The purpose of recruitment and selection include finding the required job skills and matching personnel chemistry to organizational culture. It is not only tedious work but pricy (Hiew 2013; Odita & Agbada, 2020).

The work of Nayab (2010), opines that the selection process includes job specification, job description and person specification. He emphasizes that selection is a comprehensive process that involves two-way communication (interview) and the evaluation of candidates. This is done to ascertain candidates' competence for the job and their structural compatibility with the culture of the organization (The

organization-fit philosophy). Gusdorf (2008) itemized two key points such as person position fit and person-organization fit. Cheng (2014) contended that person-organization fit was a hot problem in the study of human resource management and organizational behaviour. He maintained that to sustain development, competitiveness and originality, the company should recruit and keep talents who fit the company's overall development. Traditionally, human resource management focused on the person-position fit concept. However, in recent times, to achieve the ideal effect of overall organizational performance, great importance has been attached to the good matching between applicant and organization. The person-position fit model emphasizes matching people with positions while the person-organization fit model refers to the cooperation between the individual and the organization.

In consolidating his point of argument, Cheng (2014) referred to Chatman's person-organization fit model and Kristof person-organization fit model. Chatman's person-organization fit model saw the relationship between the individual and organization from an interactive point of view. He opined that the organization should attract employees with similar characteristics and select them into the organization.

Several selection techniques such as assessment centres, bio-data, psychometric test, cognitive and physical ability test, and interview are used by

organizations to selecting the desired candidates to fill vacant positions. Among these methods, the interview is a commonly used strategy. The essence of selection is to achieve compatible competence to the job vacancies. Accordingly, drawing from the definitions of Cumming, Kiley, Thomas, et al (2009), competence has been described as the behavioural prerequisites for job performance and organizational results enhanced by skills, attributes, character, quality, capacity and capability. In this regard, competence may also mean, the quality of intelligence in knowledge and character imparted into the assigned job.

Marvis (2014) suggests that to achieve this competence level required by the organization, the right selection methods should be adopted to ensure that candidate does not only have the appropriate capacity for the vacant job but equally have the rights personality match with the culture of the organization. He identified some of the selection processes like screening, selection tests, reference and background check, interview and physical examination. In the study emphasis is more on the shortlisting, selection test and interview.

Screening is also known as shortlisting. This is the first step after the phase of attracting applicants has been completed and applicants' forms received. This is done to ascertain applicants who met the requirements for the job as advertised in the media, internet and any other means. Recruiters are strongly

advised not to discriminate against applicants with potentials and should be highly diligent (Marvis, 2014). A selection test is advisable where an organization is considering a large pool of applicants and may be constrained with time. Tests are parts of an assessment centre procedure. It helps to ascertain applicants' intelligence through their performance in a written test. It is widely used both in the public and private sectors in Nigeria. This selection tests may range from intelligence, aptitude and personality test depending on the requirements of the job position.

The purpose of the reference check is to obtain information about the behaviour of applicants and to authenticate the true personality of these applicants. Mustapha, Ilesanmi and Aremu (2013) said that the most common method of checking an applicant past life was through letters or telephone calls. Recruiting organization's request for reference letters from referees when submitting application letters for vacant jobs.

The interview is one of the critical stages in the recruitment process and the most widely used single method of selection. In this study, the interview is synonymous with a selection interview. Scott (Opayemi and Oyesola 2013) defined a selection interview as a purposeful exchange of ideas, the answering of questions and communication between two or more persons. A selection interview is a conversation where candidates are induced

to talk freely with their interviewers about their experience and careers (Alan as cited in Opayemi and Oyesola, 2013). Interviewing process has been seen as a subjective method which results may be unreliable if intended for evaluation purpose (Mustapha, et al, 2013) because excessive weight is given to unfavourable information and interviewers are so much affected by appearance and non-verbal clues that has little to do with job performance. Some years ago, precisely in 2017, I was confronted with the issue of big grammar in an interview panel. The interviewer accosted me by saying that my big grammars may not help me. I cannot tell why he referred to my simple and reverential responses as big grammes. I muted within me, if big grammar would not help me, so what would? I did not get that job, it was highly subjective and influenced by non-institutional factors (Researcher's experience).

There are several types of a selection interview. We have the guided and unguided or directed and non-directed. The guided interview is a list of question prepared based on the analysis of job specification referred to as close-ended questions used in situations other than hiring such as counselling, processing of grievances and exit interviews (Mustapha et al 2013). Selection involves making viable decisions about hiring competent employees who are the best to assist the organization in achieving its mandate in business. Hiring decisions are crucial investments for the present and future of an organization. The manner of

recruitment and selection these days is a mixture of irrelevant considerations such as cheap labour, a throng of job seekers, nepotism, corruption, etc. The consideration of non-institutional factors such as big grammar, age, salary package, gender, and tribe etc instead of promoting merit and competence may be detrimental to the long term vision of the organisation. Arguably, the industry is confronted with myriads of problems such as incessant labour turn-over, recycling of staff, managerial ineptitude, misplaced priorities of purpose etc. These challenges could be hanging on poor recruitment planning. Experience has shown that as modern hotels are springing up, employees of existing hotels are tempted to seek fresh employment with the better condition of services. Hence, this paper is assessing the impact of the selection interview on organizational performance in hotel management in Nigeria.

The main objective of the study is to examine the effect of how selection interview affects organizational performance in hotel management. The paper will test the significant relationship between the selection interview and organizational performance. Stakeholders in the hospitality industry such as hotel owners, hotel managers, employees, job seekers, prospective investors and government will be acquainted and equipped with relevant selection strategies. This will help them to visualize and understand the central role played by the recruitment process in staffing an organization with competent staff.

2 Review of Literature

Empirical Review

Omisore and Okofu (2014) had a study on the recruitment and selection process in the Nigerian public service: what is to be done? The study examined the process of staff recruitment and selection in the public service of Nigeria. Five relevant research questions were addressed in the study. Descriptive statistics were used to analyse the data collected from respondents to the questionnaire designed for the study. The study revealed that merit was ignored on the altar of ethnicity and religion in the recruitment and selection process into public service in Nigeria. It also revealed that the principle of Federal Character was largely complied with. The study showed that the stipulated periods for recruitment and selection into the public services was sidelined. The study recommended that for efficient administrative services that would benefit all Nigerians to be established, the government should hold on to her recruitment and selection policies. The government should employ the most qualified, technically sound, disciplined and committed human resource that would help her achieve the objectives of governance.

Mitrovic, Jankovic and Ivankovic (2016) carried out a study on hotel performance measurement: literature reviewed in both Slovenia and Croatia. The study examined the development of hotel performance measurement practices based on previous research and literature

review. It also provided an overview of current research and literature research in the field of hotel accounting and segment reporting. The study discovered that a competitive business environment with changing circumstances and numerous stakeholders' pressures were forcing hotels to make stronger efforts towards satisfying different customers groups. It also showed that performance measurement has become a very important tool in preparing a business strategy that helps hotels to determine their positions in the demanding tourism market. The study provided insights into the problem of performance measurement and its implementation by hotel management. Performance measurement has become a very important tool for revenue management. The study recommended that the awareness of managers should be raised to appreciate the benefits of adopting a modern performance management system.

Opayemi and Oyesola (2013) conducted a study on The perception of selection interview, selection test and employment performance: an empirical analysis. The study buttressed the fact that the critical success factor for organizations in the 21st century was a sustainable competitive advantage. The ex-post facto design was used to analyze the role of selection interview and selection test on employee's performance. One hundred and ninety (190) participants whose age ranged between 20 and 55 were used in the study. The t-test and ANOVA were adopted in testing the three hypotheses. Findings showed that female university employee favourably perceived the link between

selection interview, selection test and employee performance. It was recorded that University employees within the age range of 20-25 years reported the highest mean score on the perception of the link between selection interview, selection test and employee performance. The study concluded that the selection interview and selection test are good predictors of employee performance. For employee excellent performance, organizations should search human resource models that will maintain their competitive advantage.

Cheng (2014) researched the recruitment model based on person-organization fit in Shanghai, China. The study affirmed that the person-organization fit was a hot problem in human resource management and organizational behaviour. To recruit and keep talents who fit the company's development was key to maintain sustainable development and competitiveness. Traditionally, the person-position fit was the focus of human resource management but recently, attention has been drawn to the person-organization fit model. The study aimed to develop a new recruitment strategy for the person-organization fit. The new recruitment strategy emphasized that research should change from theory research to applied research, from single to multiple measurements, from simple to complex relationships and from the individual level to the organizational level. The methodology adopted by the study was the review of related literature. The study recommended that efforts should be strengthened to match individuals and

organization and explore more use of person-organization fit in human resource management. The organization should also give full play to the role of complementary matching in the process of recruitment and selection. Not only should the organization consider the age structure of the candidates, academic qualifications, work experience, personality characteristics and capabilities but also take into account the matching between its various qualities.

Adam, Stella, Szumbah and Agasa (2016) carried out a study on the impact of recruitment and selection on the performance of the public water utilities in Tanzania. The main purpose of the study was to examine the impact of recruitment and selection on the performance of public water utilities in Tanzania. The study adopted correlation and descriptive research designs and the targeted total population was 1355 employees in public water utilities. A sample size of 417 employees was selected. Data were collected from the field through the use of a questionnaire structured in the 5- point Likert scale format in conjunction with an interview conducted to elicit responses from line managers. The components of descriptive statistic used were frequency, means, standard deviation, percentages and tables while inferential statistics was ANOVA. The result showed a statistically significant relationship between recruitment and selection on the performance of public water utilities. The study recommended that due diligence, recruitment and selection policy and strategy, be maintained in public water

utilities to strengthen the process of recruitment and selection.

Uzuegbu, Arua and Uche (2012) carried out a study on recruitment variables in the employment of library and information professionals in academic and research libraries in Nigeria. The study adopted a survey research design. A four-point (modified) Likert questionnaire was used to collect data. Data collected were analyzed using mean scores, frequency table and percentage chart drawn from the statistical package for social science (SPSS 16.0). The study also adopted a decision rule which maintained that any variable with a mean of 2.50 was accepted (A) while the variables with a mean below 2.50 were rejected (R). Findings showed that educational qualification, work experience, nationality/locality issues, age, membership to professional bodies are variables considered in recruitment. The study recommended that well-trained and competent employees be recruited into the organization for effective operations.

Akuamoah, Amedagbui, Buabasah and Leetsa (2016) did a study on the impact of effective recruitment and selection practice on organizational performance (A case study at the University of Ghana). The significant role played by human resource in an organization was re-echoed. Kendall's coefficient of concordance (iv) for the rankings of human capital choice attributes was used. This infers that the degree of agreement on a zero to scale is 0.040. The degree of unanimity as measured by the

W-Statistics is about 4% since the score is zero for random ranking and 1 for perfectly unanimous ranking. Findings indicated that there was agreement among respondents with regards to the ranking provided. The asymptotic distribution gave a significance level value of 0.000 which is less than 0.05. The null hypothesis (where ranking disagrees) was accepted. The study recommended that the procedure for recruiting and selection in the University of Ghana should be adhered to. This would ensure that the right employees were employed for the institution.

Matching Theory.

Fombrun, Tichy and Devanna (1984) were the acclaimed proponents of the matching model or theory. They developed the theory in Michigan school. The matching theory contends that to achieve organizational objectives, human resource management should effectively apply the five major functions of selection, performance (output), appraisal (assessment), rewards and development. On this management philosophy, they developed a model as shown below.

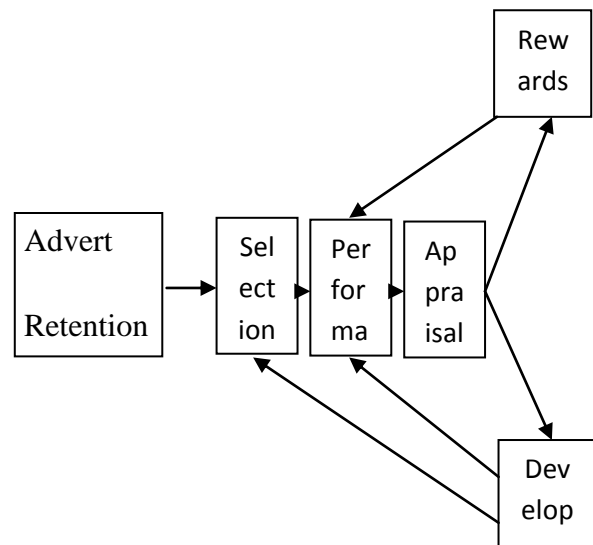


Figure 2.2: Modified matching model-human resources cycle

Source: FombrunTichy and Devanna (1984).

The model emphasizes that employee must pass through the process of recruitment and selection as a matter of organizational culture. The work and contribution of properly selected employees have to be evaluated using appropriate performance techniques. The model also stressed the notion that rewards that serve as an incentive to workers should be offered based on the results of an appraisal and the performance of employees. To achieve qualitative performance from the workers, the organization must embark on training and development measures or programmes on regular basis.

The matching model believes that the implementation of its ideology depends on the human resource department

procedures and programmes of the organization. It is also believed that the entire functions of human resource management work in a cyclical process indicating the interdependence of each function on the other. The model captured all the key functions of human resource management that should be used in a comprehensive order. Based on the model's ideology, it could be termed as a descriptive theory of human resource management.

1. Materials and Method

Multiple regressions analysis was employed to analyze the data generated from the field through a structured questionnaire administered to 350 sampled populations across 50 hotels in three states in Nigeria-Delta Anambra and the Ondo States. However, three hundred and forty-five sets of the questionnaire (345) were returned. This implies that 98% of sets of questionnaire were returned and used for the study. This aligns with the proposition made by Mugenda and Mugenda (2003) that a response rate of 50% or more adequate for data analysis.

Accordingly, the multiple regression model which accommodates two or more independent variables is as follows:

$$Y_i = \alpha + \beta X_i + \mu$$

Where Y_i = dependent variable

X_i = independent variable

μ = error term
(stochastic disturbance)

α = constant/intercept

The modified model equation for the study is

$$\text{Org Per.} = \alpha + \beta_1(jr) + \beta_2(wt) + \mu$$

Jr=job requirement

Wt= written test/oral examination

2. Results and Discussion

Hypothesis (Ho): There is no significant relationship between selection interview and organizational performance in hotel

Source	SS	Df	Ms		Number of obs=	345
Model	91.2579113	2	45.6289555		F(1, 342=	117.52
Residual	95.898089	342	0.388251373		Prob>F=	0
Total	187.156	344	0.751630522		r-squared=	0.4876
					Adj R-squared=	0.4876
					Root MSE=	0.6231
Or grief	Coef.	Std. Err	T	p> t	95% conf.	Interval
Jr	0.4971717	0.0613563	8.1	0	0.3763235	0.61802
Wt	0.2702302	0.0543318	4.97	0	1.112001	0.377243
-cons	1.144062	0.1985143	5.76	0	0.7530647	1.535058

management in Nigeria.

Table 4: Relationship between selection interview and organizational performance

Source: Researcher's computation.

Table 4 shows the contribution of each facets of selection interview to organizational performance indicated in the multiple regression Table, selection interview has a significant effect on

organizational performance (Coef. = 0.491, $p = 0.000 < 0.05$), Responsiveness dimension of competitive advantage has a significant effect on organizational performance (Coef. = 0.270, $p = 0.000 < 0.05$).

Since the p-values are less than 0.05 at a 1% level of significance for a selection interview, we reject the null hypothesis which states that there is no significant relationship between selection interview and organizational performance in selected hotels in Nigeria and accepts the alternate hypothesis which state that there is a significant relationship between selection interview and organizational performance in selected hotels in Nigeria. As indicated in Table 4, Adj. R-Squared of the models is 0.4876 implying that 48.8% change in the dependent variable (organizational performance) is brought about by the independent variable of a selection interview.

$$\text{ORGPEF} = 1.144 + 0.491Jr + 0.270Wt + \mu \dots \text{model result}$$

Discussion

Table 4 shows the effect of Selection interview on organizational performance as indicated in the simple linear regression table, Selection interview has significant effect on organizational performance (Coef = 0.543, $P = 0.000 < 0.05$). The p-value is less than 0.05 at a 1% level of significance for a Selection interview, we reject the hypothesis which states than there is no significant relationship between Selection interview and organizational performance in selected hotels in Nigeria and accept the alternate

hypothesis, which states that there is a significant relationship between Selection interview and organizational performance of the selected hotels in Nigeria. As indicated in table 4 adjusted r-squared of the model is implying that 26.1% change in the dependent variable organizational performance is brought about by independent variables of a Selection interview.

This finding is following Opayemi and Oyasola, (2013) study concluded that selection interview and selection test were good predictors of organization performance. Cheng (2014) study also contend that selection interview stage gives the organization the room to match the candidate qualities in terms of age, academic, work experience, and personality characteristic with organizational objectives and culture, The “matching theory” strongly affirms the need to match potential employees job characteristic with its peculiar attributes, goals and culture.

3. Conclusion

Many organizations have succeeded because of their enhanced and qualitative selection interview process. Therefore, the stage of the selection interview is key to organizational effectiveness and sustenance. It is the critical stage of matching employee's competencies with the organization's goals and culture.

More attention should be given to the selection interview in the recruitment process. The exercise of matching

employee's competence with organizational goals requires professionalism. It is obvious that through a thorough selection stage, sound personnel are employed by the organization and competent manpower is the sine qua non to its effectiveness and success.

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