



INFLUENCE OF RECRUITMENT TEST ON TECHNICAL COMPETENCE OF EMPLOYEES IN SELECTED MINISTRIES, DEPARTMENTS IN ANAMBRA STATE (2013-2024)

Charles Arinze OBIORA, Ph.D

Department of Political Science

Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, Anambra State, Nigeria.

arinzeobiora2002@yahoo.com

Agary NWOKOYE, Ph.D

Department of Political Science

Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, Anambra State, Nigeria.

An.nwokoye@coou.edu.ng

Mbanefo Louis IGBO

Department of Political Science

Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, Anambra State, Nigeria.

ikennambanefo55@gmail.com

Abstract

This study examined the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state from 2013 to 2024. Recruitment test is regarded as a mechanism through which technical competence of applicants is determined. This study therefore sought to determine ways in which recruitment test attracted technically-competent workforce into Anambra state civil service from 2013 to 2024. The study adopted Resource-Based View Theory as the framework of analysis. Survey research design was employed to extract relevant data from primary sources through structured questionnaire instrument. Test of hypotheses was carried out at 0.05 level of significance using Chi-Square (χ^2). Among other things, the study found out that not all employees within the period undertook recruitment test and this did not assist in the recruitment of technically-competent workforce. In order to attract competent employees into the service, the study, among other things, recommended the need to declare failure to take part in recruitment test into the civil service a crime against the state punishable with severe sanction of up to 25 years imprisonment.

Keywords: Recruitment test, technical competence, civil service, recruitment, Anambra state

1.0 Introduction

Governments set up institutions and structures to enable them carry out policies and programmes. It is as a result of this that the civil service was established as the administrative structure in civil capacity to accomplish government policies and programmes. The civil service, operating through ministries and government departments in the country, is responsible for the implementation and enforcement of policies and programmes of government (Nwobi, Obi & Chukwurah, 2021). The civil service is reputed as a complex institution involved in the process of developing an efficient way of organizing and executing government tasks; it is an institution saddled with the responsibility of designing, formulating and implementing public policy, discharging of government functions, and developing programmes in an effective and efficient way (Salahudeen, 2017). Since the civil service is responsible for policy execution through excellent service delivery, the quality of civil servants is of paramount importance in the pursuit of its core mandates. This explains why it is expedient to give adequate attention to the crop of personnel recruited into the civil service for the performance of those essential functions (Onwe, Abah & Nwokwu, 2016; Ndukwe et al, 2023).

To achieve excellent service delivery, the bureaucratically organized civil service emphasises merit in the recruitment of civil servants. This means that for a civil servant to be useful, he or she needs



to possess certain technical qualifications which are deployed in the pursuit of service goals (Nwakoby et al., 2021). The availability of competent and effective civil servants does not, however, happen by chance but through a well-articulated recruitment process that contributes towards achieving satisfactory service delivery, including the screening of potential employees based on relevant skills, experience and educational qualification where applicants with the most relevant experience and qualifications are chosen (Gberevbie, 2010; Adeyemi et al., 2015; Bature, 2019).

Recruitments into Anambra state civil service appear not to have been undertaken methodically and in a manner that attracts qualified workforce, and this accounts for the perceived poor quality service delivery which has, in turn, become increasingly worrisome (Salawudeen, 2017; Idigo, 2023; Ogu & Chukwurah, 2023). Expectations of an excellent service delivery from the state's civil service appears to have become elusive as most residents complain of limited access to quality service. Although successive governments in the state had made efforts to improve on efficiency and effectiveness in the civil service, the service seems to have remained inefficient as a result of perceived poor recruitment process adopted over time that could not elicit excellent service delivery (Dike & Onyekwelu, 2018; Chukwuemeka, Okeke & Onwuchekwa, 2018; Kings, 2018; Ndukwe et al, 2023). At the heart of this worry are questions on whether applicants were subjected to screening test. Contentions are that the recruitments largely deviated from the merit requirement. Generally, there were allegations of a manipulated recruitment process and jettisoning of laid-down rules with attendant threats to effective implementation of government policies. It is on the basis of these concerns that this study was conceived to examine the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state from 2013 to 2024.

2.0 Literature Review

2.1. Perspectives on Recruitment and its Processes

Recruitment as a concept has become a central theme in administration and has continued to attract scholarly attention, just the same way that employers who are desirous of achieving organizational goals place recruitment as the core of their responsibility. The sustained interest connects to the fact that it is the single activity which determines the survival of organizations. Basically, recruitment entails the efforts aimed at attracting individuals into work on a timely basis, in sufficient numbers and with appropriate qualifications. It has to do with identifying and attracting potential candidates for evaluation for employment in organizations, and also includes a set of activities used to obtain a sufficient number of the right people at the right time from the right places for employment; its purpose is to select and place those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfil its human resource plan (Orakwe, 2021).

Principally, recruitment involves the process of identifying and attracting a pool of candidates from which some will eventually be selected to receive employment offers. The principal purpose of recruitment is to attract sufficient and suitable potential employees to apply for vacancies in an organization. If organizations are able to find and employ staff who consistently and effectively fulfil their roles and are capable of taking on increased responsibilities, service delivery is usually appreciably high. The implication is that for any organisation to be successful, it must recruit people with capacity, skills and knowledge so that they can contribute towards achieving its ultimate goals (Oyadiran et al, 2023). It has been contested that performance measurement becomes adversely affected when the required impetus is not given to systematic recruitment in the civil service. Thus, efficiency and effectiveness of the service largely depend on the calibre of the workforce and how the recruitment exercise was conducted since the personnel employed serve as the hub around which other resources revolve and this allows the wheel of the service to turn smoothly and perform more effectively, efficiently and economically (Idigo, 2023).

Various organizations recruit individuals by utilizing relevant recruitment processes some of which include conducting screening tests. Others are sourcing, advertising and interviewing of future



employees which are undertaken in order to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Oyadiran et al, 2023). Generally speaking, recruitment processes involved are interviews, resume screening, aptitude tests, as well as background/reference checks in order to validate an applicant's claims (Baribor, 2023). The processes of recruiting personnel are often conducted based on series of steps which crucially begin with predicting the need for new employees based on the type of vacancies that exists to know the right calibre of candidates to attract (Oyadiran, Ishaq & Kola, 2023). Since the fundamental reason behind recruitment is to attract duly eligible candidates for an organization and employing the right process to fill up the range of vacant positions, recruitment process is therefore expected to include administering recruitment tests to make sure that the candidates have the ability to perform their new jobs efficiently. It is often the contention that processes such as conducting screening tests are important in recruitments, more so since an improperly planned and poorly executed recruiting process may adversely impact on service delivery.

2.1.1 Recruitment Process and Challenges of Implementation in Nigerian Civil Service

Certain challenges have come to trouble recruitment in the civil service of Nigeria and these include lack of independence of the Civil Service Commission, delegation of recruitment functions, federal character principle, long military era, increasing pressures from applicants, and sources of recruitment. Others are commercialisation of appointments and infusion of sentiments. For instance, Section 158(1) of the 1999 Constitution of the Federal Republic of Nigeria provides for the independence of the Federal Civil Service Commission in the exercise of its constitutional powers and functions from control of any other authority or person. But in practice, it is observed that members of the commission are oftentimes influenced and pressured by the executive arm and other arms of government, friends, family members and others who are regarded to be powerful in the country to the extent that the pressures and influences from the interested parties affect the independence of the commission and dissuade suitable candidates from competing for appointments into the civil service. The pressures and influences also affect the principles of merit and equal opportunities, such that the lack of independence of the commission adversely affects recruitment processes in the Nigerian civil service. This reduced the service to become a matter of self-service, eye-service, somewhat private as against the rule and expectation of public service (Madugu & Okafor, 2015; Okeke, 2020).

Section 170 of the 1999 constitution (as amended) empowers the Civil Service Commission whether at the state or federal level to delegate any of its powers and functions as it deems fit while the commission is expected to play the role of a regulatory authority for the civil service. In line with this, the commissions delegate to ministries and extra-ministerial departments the activities and functions to recruit the lower category of civil servants (i.e. grade level 01-06) in order to eliminate delays and engender quick decision. However, this has been found to constitute a challenge to recruitment process as it lacks proper control and gives room to heads of ministries and ministerial departments to recruit without adherence to systematic recruitment procedures. In like manner, the federal character principle is originally meant to strike a balance in terms of representation in the civil service of the federation to ensure due representation of all states. But the major problem associated with the principle is that it sacrifices merit in favour of quota system; the undue use of quota system goes antithesis to the recruitment process in the Nigeria civil service and breeds mediocrity at the expense of meritocracy (Briggs, cited in Madugu & Okafor, 2015).

2.1.2 Factors Affecting Service Delivery in Nigerian Civil Service

A major cause of poor service delivery in the civil service has been attributed to non-implementation of systematic process of recruitment of staff into the service. It has been contended that recruitment into civil service must be properly or systematically carried out. In essence, there must be rules and procedures which must be followed strictly and closely. There must be policy statement, definition and assignment of authority and responsibility (Nwakoby et al., 2021). As Ajayi (cited in Dominic & Peter, 2021) noted, key factor affecting service delivery in Nigeria civil



service remains poor recruitment procedures, in addition to other factors which include over staffing, poor remuneration of employees, poor assessment of manpower needs, use of wrong criteria to appraise staff performance, inadequate training and ineffective supervision, lack of qualified technical support staff, failure to carry out periodic assessment of manpower needs of the various departments, considerable political interference in the process of personnel administration leading to improper delegation of power, ineffective supervision, corruption, unauthorized and unreasonable absenteeism, lateness, idleness and poor workmanship. Others are politicization of the top hierarchy of the civil service, lack of financial accountability and probity, perpetual breakdown of discipline, institutionalization of corruption at all levels and segments of the service, disregard for rules and regulations, loss of direction and general decline of effectiveness and efficiency.

In order to address these ills, the former president of Nigeria, Olusegun Obasanjo, after his inauguration on May 29, 1999, unfolded his vision of an ideal civil service for Nigeria and by extension an ideal public service with the following elements: a competent, professional, development-oriented, public spirited and customer-friendly civil service capable of responding effectively and speedily to the needs of the society; a civil service with the core values of political neutrality, impartiality, integrity, loyalty, transparency, professionalism and accountability; a civil service that is guided by equity where things are done in the right way based on extant rules and regulations which should be exercised in the public interest; creation of suitable environment where civil servants are assured of protection and job security in the faithful discharge of their duties and responsibilities; as well as a competitively, well remunerated and innovative civil service. The Olusegun Obasanjo administration's Service Delivery Reform of 2003 was instituted in recognition of poor service delivery of the public service in Nigeria (Okeke, 2020).

2.1.3 The Anambra State Civil Service

There is a belief that civil service in Anambra state is not immune from the challenges troubling civil service in the rest of the country. Anambra State civil service is, in fact, characterized by low morale in the sense that punctuality and dedication to work is no longer the priding administrative attitude of the service. The situation is such that there are hurdles or challenges in managing the service of the civil servants in the state (Nwobi et al., 2021). As Nwakoby et al (2021) put it, service delivery in Anambra state civil service was very poor in all ramifications such that the performance output of employees was of prime concern to the public.

Over the years, service delivery in Anambra state civil service has slackened such that it indicates poor service delivery, records poor performance, and is largely seen as maintaining the legacy and poor productivity orientation bequeathed by the colonial era (Nwakoby et al., 2021). The inefficiency in service delivery in Anambra state civil service could be attributed to several reasons. For instance, recruitment process is more or less affiliated to networking and political inclinations as against the notion that organizations select people with the quality essential for continued success in the workplace through proper recruitment and selection practices. Unfortunately, the processes of recruitment are often characterised by favouritism and god-fatherism in which case the employees' loyalty will only be to the god-fathers and not to the service and this adversely affects organizational effectiveness (Chukwuemeka et al, 2018).

2.2 Theoretical Framework

The study adopted Resource-Based View Theory as the framework of analysis. The Resource-Based View Theory propounded by Jay Barney in 1991 is a theory of long-term competitive advantage based on the premise that successful organisations rely on unique resource combinations to create greater value. According to the theory, the calibre of people employed and the quality of their work and relationships account for most of the organisation's successes or weaknesses (Barney, 1991). The theory argues that of all the resources that an organisation may acquire, human resource is the most crucial in the form of a ready pool of highly qualified and motivated employees. It contends that resources are essential and must be both valuable and rare/imitable for an organisation to achieve sustained competitive advantage.



These resources include tangible assets and intangible assets, comprising of human capital (Burley, 2022; Cayago, 2023). According to the resource-based view theory, effective recruiting and selection processes lead to better organisational results, and argues that a competitive advantage may be supplied to an organization when it is able to use its resources in a more distinctive and useful manner than its competitors (Burley, 2022). Thus, the theory explains that all organisations that have achieved exceptional competence have done so because of their remarkable and non-substitutable slot of resources (Cayago, 2023)

2.2.1 Theory Application

The Resource-Based View Theory adopted in this study as framework of analysis is very apt. The utility of the theory is better appreciated in the context of the broad objective of this study which is to examine the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state from 2013 to 2024. Taking into account the major argument of the theory to the effect that human resources which are well recruited using appropriate methods and procedures are a great asset to an organization, the need for an appropriate recruitment of workforce into the civil service to attract technically-competent for efficient service delivery is underscored. Workers' skill, knowledge and competencies in organizations are identified and attracted through recruitment tests. Through administering the tests, the goal to have technically-competent civil servants in Anambra state civil service can, therefore, be attained.

2.2.2 Empirical Review

Attempts had been made by previous studies to investigate service delivery in Anambra state civil service. For instance, Ogu and Chukwurah (2023) investigated "E-governance and Public Service delivery in Nigeria: A study of Anambra State Civil Service: 2018-2022" using survey research design and 6,955 employees in Anambra State Civil Service, out of which a sample size of 361 staff were drawn using Krejcie and Morgan's sample size determination table. Finding is that the application of e-governance has positively affected public service delivery in Anambra State Civil Service. Also, Orakwe (2021) in a study titled "Compensation Packages and Civil Servants' Performance in State Ministries in Anambra State" utilised descriptive research survey, 1423 selected civil servants and 302 civil servants using Krejcie and Morgan sampling formular. Pearson Product Correlation Method analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable and the study found that there is a strong and significant positive relationship between competence-based, merit-based, and job-based compensation on employees' performance. Equally, in their paper titled, "Impact of Effective Employee Performance Management on Organizational Productivity: A Study of Anambra State Civil Service System, Nigeria", Mgbemena, Mbah and Ejike (2015) using a survey design found that transparent performance appraisal process affects employee performance positively and significantly. It also found out that cordial labour-management relations enhance organizational productivity significantly, and that selective disciplinary measures administration in an organization is a drawback on employee's performance. On the other hand, Nwakoby et al (2021) in their study titled, "Enlistment and Organizational Effectiveness in Anambra Civil Service Commission Awka" determined if the recruitment in Anambra State Civil Service Commission, Awka encouraged the appointment of qualified employees in order to enhance its organizational service delivery using survey research with 5,468 employees of Anambra state civil service commission, Awka as well as simple percentages and chi-square statistical technique in analysing the data. The study found that there is a relationship between sound enlistment and organizational effectiveness in Anambra State Civil Service Commission Awka and recommended, amongst others, that issues such as favouritism should be avoided while selecting applicants.



3.0 Methodology

3.1 Research Design

Survey research design was employed in this study. The choice of this design was to extract relevant data from primary sources that are knowledgeable in the subject of investigation. Using the questionnaire instrument, the study reached out to employees in the selected ministries and departments in order to establish the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state and did not need to rely on secondary sources (documents). This informed the choice of survey design for the study.

3.2 Population of the Study

The population of the study is 2,414, comprising all the staff members of the nine ministries and two non-ministerial departments examined in this study. Table 3.1 presents the population distribution.

Table 3.1 Population Distribution

S/NO	MINISTRY/NON-MINISTERIAL DEPARTMENT	POPULATION	PERCENTAGE
1	Civil Service Commission	80	3
2	Office of Head of Service	251	10
3	Ministry of Finance	468	20
4	Ministry of Youth Development	188	8
5	Ministry of Information	73	3
6	Ministry of Health	276	11
7	Ministry of Agriculture	405	17
8	Ministry of Homeland Affairs	65	3
9	Ministry of Works	213	9
10	Ministry of Lands	321	13
11	Ministry of Budget and Economic Planning	74	3
	Total	2,414	100

Source: Office of Head of Service (2025)

3.3 Sample Size Determination

Taro Yamane (1964) sample size determination formula was adopted in determining the sample size of the study. This is derived mathematically as:

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

Where S = Sample size
 1 = Constant
 N = Population size
 E = Margin of error, usually 5% (0.05)

$$S = \frac{2,414}{1 + 2,414 (0.0025)}$$

$$S = \frac{2,414}{1 + 6.04}$$

$$S = \frac{2,414}{7.04}$$



$$S = 7.04$$

$$S = 343$$

After determining the sample size of the study, Bowley Sample Technique was used to decide the sample size for each stratum as below:

Civil Service Commission

$$\frac{80 \times 343}{2,414} = \frac{27,440}{2,414} = 11.36 = 11$$

Head of Service

$$\frac{251 \times 343}{2,414} = \frac{86,093}{2,414} = 35.66 = 36$$

Ministry of Finance

$$\frac{468 \times 343}{2,414} = \frac{160,524}{2,414} = 66.49 = 66$$

Ministry of Youth Development

$$\frac{188 \times 343}{2,414} = \frac{64,484}{2,414} = 26.71 = 27$$

Ministry of Information

$$\frac{73 \times 343}{2,414} = \frac{25,039}{2,414} = 10.37 = 10$$

Ministry of Health

$$\frac{276 \times 343}{2,414} = \frac{94,668}{2,414} = 39.21 = 39$$

Ministry of Agriculture

$$\frac{405 \times 343}{2,414} = \frac{138,915}{2,414} = 57.54 = 58$$

Ministry of Homeland Affairs

$$\frac{65 \times 343}{2,414} = \frac{22,295}{2,414} = 9.23 = 9$$

Ministry of Works

$$\frac{213 \times 343}{2,414} = \frac{73,059}{2,414} = 30.26 = 30$$

Ministry of Lands

$$\frac{321 \times 343}{2,414} = \frac{110,103}{2,414} = 45.61 = 46$$

Ministry of Planning and Economic Development

$$\frac{74 \times 343}{2,414} = \frac{25,382}{2,414} = 10.51 = 11$$

$$\text{Total} = 343$$

**Table 3.2: Sample Size Distribution**

S/NO	MINISTRY/NON-MINISTERIAL DEPARTMENT	POPULATION	SAMPLE SIZE	PERCENTAGE
1	Civil Service Commission	80	11	3
2	Office of Head of Service	251	36	10
3	Ministry of Finance	468	66	20
4	Ministry of Youth Development	188	27	8
5	Ministry of Information	73	10	3
6	Ministry of Health	276	39	11
7	Ministry of Agriculture	405	58	17
8	Ministry of Homeland Affairs	65	9	3
9	Ministry of Works	213	30	9
10	Ministry of Lands	321	46	13
11	Ministry of Budget and Economic Planning	74	11	3
	Total	2,414	343	100

Source: Research Report, 2025

3.4 Sampling Technique

Random sampling technique was utilised in selecting employees who served as respondents in the ministries and non-ministerial departments studied. The choice of this technique was to eliminate bias in selecting respondents who may, in turn, show bias in answering the questions.

3.5 Instrument of Data Collection

The study adopted the structured questionnaire instrument for data collection from primary sources. The instrument has two sections: A and B where Section A contained the bio-data of the respondents while Section B contained the metric questions consisting of five questions designed to obtain responses from the respondents on the relationship between recruitment process and service delivery in Anambra state from 2013 to 2024. The instrument was based on the objective and research question developed for the study. In the instrument, the respondents were required to indicate their level of agreement on a 5-point likert scale by indicating whether they agree with each of the questions contained in the questionnaire or otherwise by simply ticking (√) Strongly Agreed (SA) = 5, Agreed (A) = 4, Don't Know (DK) = 3, Disagreed (D) = 2 and Strongly Disagreed (SD) = 1, as appropriate.

3.6 Distribution of Questionnaire

The researcher used a face-to-face method of data collection by visiting the selected ministries and non-ministerial departments to administer the 343 copies of the questionnaire with the help of an assistant. The researcher opted to use an assistant in order to abridge time in the distribution and retrieval of the copies of the questionnaire. However, the assistant was educated on the essence of the study, the objectives, items contained in the questionnaire and how best to relate with the respondents for a fruitful exercise. The distribution took place within three weeks in order to ensure maximum cooperation of the respondents who demanded that the researcher and the assistant returned in few days when they would have time to attend to them. The time frame was also to accommodate some staff who had have taken official permission to be off duty for days. Through that, the researcher got the cooperation of the targeted respondents in filling the questionnaire. The researcher and his assistant extracted an agreement that the questionnaire copies would be collected from each of the respondents in about 30 minutes after the distribution. Below is the table showing the distribution of the questionnaire.

**Table 3.3: Distribution of Questionnaire**

S/NO	MINISTRY/NON-MINISTERIAL DEPARTMENT	SAMPLE SIZE
€	Civil Service Commission	11
2	Office of Head of Service	36
3	Ministry of Finance	66
4	Ministry of Youth Development	27
5	Ministry of Information	10
6	Ministry of Health	39
7	Ministry of Agriculture	58
8	Ministry of Homeland Affairs	9
9	Ministry of Works	30
10	Ministry of Lands	46
11	Ministry of Budget and Economic Planning	11
Total		343
Percentage		100%

Source: Research Report 2025

3.7 Method of Data Analysis

The administered questionnaires were collated and scored in order to obtain the number of respondents that selected particular options listed on a 5-point Likert scale (Strongly Agree, Agree, Don't Know, Strongly Disagree and Disagree). The benchmark for establishing whether the respondents agreed or disagreed with each of the items on the questionnaire is 2.50. Mean and Standard Deviation was employed to answer the research question in line with the Resource-Based View Theory adopted in this study as framework of analysis. Test of hypotheses was carried out at 0.05 level of significance using Chi-Square (χ^2).

4.0 Data Presentation and Analysis

4.1 Return of Questionnaire

A total of 343 copies of the questionnaire were distributed to the respondents. However, three hundred and twenty four (324) copies were returned representing 94% of the total distributed copies of the questionnaire while nineteen were not returned, representing 6% of the total distributed copies. Out of the returned copies, ten (10) copies were rejected as a result of improper completion by the respondents representing 3% of the total distributed and total returned copies. The remaining three hundred and fourteen (314) copies representing 91% of the total distributed and total return copies respectively formed the basis for the analysis. The return rate of the distributed questionnaire is presented on table 4.1.

Table 4.1: Return Rate of Distributed Questionnaire

Ministry/Non-Ministerial Department	No. Distributed	No. Returned	No. Not Returned	No. Condemned	No. Used
Civil Service Commission	11	11	0	0	11
Office of Head of Service	36	34	2	0	34
Ministry of Finance	66	61	5	0	61
Ministry of Youth	27	23	4	1	22



Development					
Ministry of Information	10	10	0	1	9
Ministry of Health	39	37	2	0	37
Ministry of Agriculture	58	56	2	4	52
Ministry of Homeland Affairs	9	9	0	0	9
Ministry of Works	30	28	2	2	26
Ministry of Lands	46	45	1	2	43
Ministry of Budget and Economic Planning	11	10	1	0	10
Grand Total	343	324	19	10	314
Percentage %	100 %	94 %	6%	3%	91%

Source: Research Report, 2025

Research Question

In what ways has recruitment test attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024?

The essence of this research question was to ascertain ways in which recruitment test has attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024. Table 4.3 contains the summary of the respondents' responses on the questions.

Table 4.2: Recruitment Test and Technical Competence of Employees in Selected Ministries and departments in Anambra State, 2013 -2024

Responses	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree	Total
Technical competence of workforce was a priority in Anambra state civil service recruitment	179 57%	65 21%	13 4%	34 11%	23 7%	314 100%
Screening test was conducted in 2013 recruitment	157 50%	55 18%	28 9%	40 13%	34 11%	314 100%
Screening test was not conducted in all recruitments carried out 2013-2024	144 46%	50 16%	32 10%	52 17%	36 11%	314 100%
Not all applicants took part in screening test from 2013-2024	224 71%	47 15%	12 4%	21 7%	10 3%	314 100%
Screening test attracted technically-competent employees	46 15%	219 70%	21 7%	17 5%	10 3%	314 100%



Table 4.2 shows the responses of the respondents on ways in which screening test attracted technically-competent employees in selected ministries and departments in Anambra state from 2013 to 2024. As regard technical competence of workforce was a priority in Anambra state civil service recruitment, 179 or 57% respondents indicated strongly agree, 65 or 21% respondents agree, 13 or 4% respondents indicated don't know, 34 or 11% respondents indicated disagree, while 23 or 7% respondents indicated strongly disagree. Similarly, 157 or 50% of the respondents indicated strongly agree on screening test was conducted in 2013 recruitment, 55 or 18% respondents indicated agree, 28 or 9% respondents indicated don't know, 40 or 13% indicated disagree, and 34 or 11% respondents indicated strongly disagree.

As regards screening test was not conducted in all recruitments carried out 2013-2024, 144 or 46% respondent indicated strongly agree, 50 or 16% respondents indicated agree, 32 or 10% respondents indicated don't know, 52 or 17% respondents indicated disagree, while 32 or 11% respondents indicated strongly disagree. On not all applicants took part in screening test from 2013-2024, 224 or 71% of the respondents indicated strongly agree, 47 or 15% respondents indicated agree, 12 or 4% respondents indicated don't know, 21 or 7% respondents indicated disagree, and 10 or 3% respondents indicated strongly disagree. On screening test attracted technically-competent civil servants, 46 or 15% of the respondents indicated strongly agree, 219 or 70% respondents indicated agree, 27 or 7% respondents indicated don't know, 17 or 5% indicated disagree, and 10 or 3% indicated strongly disagree.

The pattern of responses presented and analysed above shows that technical competence of employees was a priority in Anambra state civil service recruitment, as such screening test was conducted in 2013 recruitment although not conducted in all recruitments carried out afterwards up to 2024 when not all employees took part in the screening test. Regardless, the much of the test conducted largely contributed to technical competence of civil servants in the state within the period.

Test of Hypothesis

Objective: The hypothesis seeks to ascertain that recruitment test has not attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024.

Statement of Hypothesis

Recruitment test has not attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024.

Decision Criteria

When the computed value of chi-square (χ^2) is greater than ($>$) the table value of chi-square (X^2), the hypothesis three will be accepted.

Table 4.7: Observed Frequency for Hypothesis Two

Ministry/Non-Ministerial Department	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree	Total
Civil Service Commission	2	1	2	7	7	19
Office of Head of Service	4	3	10	9	3	29
Ministry of Finance	9	12	18	10	2	51
Ministry of Youth Development	6	5	5	3	2	21



Ministry of Information	6	3	7	2	3	21
Ministry of Health	15	12	2	€	2	32
Ministry of Agriculture	25	18	3	5	3	54
Ministry of Homeland Affairs	2	5	3	2	2	14
Ministry of Works	10	12	2	4	1	29
Ministry of Lands	12	6	6	7	2	33
Ministry of Budget and Economic Planning	4	2	3	€	1	11
Total	95	79	61	51	28	314

Source: Research Report, 2025.

Calculation of Degree of freedom (DF)

DF = (R-1) (C-1)

Where R = Number of Row in the contingency table

C = Number of columns in the contingency table

DF = (3-1) (5-1)

= 2 x 4

= 8

At 0.05 significant level and 8 degree of freedom the table value of chi-square = **15.51**

Computation of chi-square (X^2)

$$X^2 = \sum \frac{(O - e)^2}{e}$$

Where O = Observed frequency

e = Expected frequency

Expected frequency (e) is giving by $\frac{RT \times CT}{GT}$

Where RT = Row total

CT = Colum total

GT = Grand total

Table 4.8: Computation of Chi-Square for Hypothesis Two

Observed Frequency (o)	Expected Frequency (e)	(o-e)	(o-e) ²	$\frac{(o-e)^2}{e}$
32	32.68	-0.68	0.4624	0.01
15	27.17	-12.17	148.1089	5.45
21	20.98	-0.02	0.0004	0.00
27	17.54	9.46	89.4916	5.10
13	9.63	3.37	11.3569	1.18
29	26.93	2.07	4.2849	0.16
20	22.39	-2.39	5.71	0.26
12	17.29	-5.29	27.9841	1.62



17	14.46	2.54	6.4516	0.45
11	7.94	3.06	9.3636	1.18
34	35.40	-1.40	1.9600	0.06
44	29.44	14.56	211.9936	4.82
28	22.73	5.27	27.7729	1.22
7	19.00	-12.00	144.00	7.58
4	10.43	-6.43	41.3449	3.96
				$(X^2) = \sum (o-e)^2$ $= 32.89$ E

Source: Research Report, 2025

Decision

Since the computed value of chi-square (X^2) of 32.89 is greater than ($>$) the table value of chi-square of 15.51, hypothesis three is accepted. The study therefore established that recruitment test has not attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024.

4.2. Discussion of Findings

The objective of the study was to examine the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state from 2013 to 2024. From the analysis of this research, it was established that recruitment test has not attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024. It was discovered that although technical competence of workforce is a priority in Anambra state civil service recruitment and necessitated the conduct of the screening test during the 2013 recruitment exercise, it was not conducted in all recruitments carried out afterwards. In essence, not all employees in Anambra state civil service underwent screening test. In view of the situation, recruitment test therefore did not attract technically-competent employees into selected ministries and departments in Anambra state 2013 to 2024.

5.0 Conclusion

The study was carried out to examine the influence of recruitment test on technical competence of employees in selected ministries and departments in Anambra state from 2013 to 2024. Civil service is important as the administrative structure in civil capacity set up by States to accomplish government policies and programmes. Even though their role is crucial, having competent and effective civil servants in a country does not happen by chance. It rather happens through a methodical recruitment exercise if the employees must deliver satisfactory service delivery. This therefore implies that appropriate recruitment process which involves screening tests for the potential employees is carried out based on the fact that even though every State depends on the effective use of its civil service in order to achieve its objectives, the workforce, if they are to be effectively utilized, should be obtained in the right quality.

Expectation was that screening test should be part of recruitment process into Anambra state civil service. However, the study revealed that recruitment test has not attracted technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024. It was discovered that although technical competence of workforce is a priority in Anambra state civil service recruitment and necessitated the conduct of the screening test during the 2013 recruitment



exercise, it was not conducted in all recruitments carried out afterwards. In essence, not all employees in Anambra state civil service undertook screening test. In view of the situation, recruitment test therefore did not attract technically-competent employees into selected ministries and departments in Anambra state from 2013 to 2024.

6.0 Recommendations

Findings by the study necessitated the need for Anambra state government to make recruitment test into the state civil service mandatory and tailored towards attracting technically-competent employees into the service. In view of the finding that the screening test was not conducted for all the employees within the period covered by the study and also taking into account the need to prioritise technical competence of civil servants in the state, there is the need to declare failure to undergo screening test into the civil service a crime against the state punishable with severe sanction of up to 25 years imprisonment. In addition, the state government is strongly advised to urgently organise mandatory competency test for all civil servants in the state with a view to ascertaining their technical competence for sake of satisfactory service delivery.

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