

**EMPLOYEES' SATISFACTION WITH RECRUITMENT AND SELECTION,  
PERFORMANCE APPRAISAL AND COMPENSATIONS IN RIVERS STATE  
MINISTRY OF SPORTS**

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**ABSTRACT:** *The study investigated the extent of employees' satisfaction with recruitment and selection, performance appraisal and compensations in Rivers State Ministry of Sports. Three research questions and hypotheses guided this study. Cross sectional survey design was used for the study. The sample size for the study was 243 of the population in the study drawn through census sampling technique. A self-structured questionnaire titled "Employees' Satisfaction with Human Resource Management Practices Questionnaire" (ESHRMPQ) was used. Mean, standard deviation and z-test were used for data analysis using SPSS version 23. The result shows that to a moderate extent employees are satisfied with recruitment and selection in Rivers State Ministry of Sports and to a high extent, employees are satisfied with perceived equality of the salary structure, remuneration commensurate with the obligation and benefits of the company are commensurate with the organizational norms. Also, there is a significant difference in the male and female employees' satisfaction with performance appraisal, recruitment and selection in Rivers State Ministry of Sports. But, irrespective of gender, there is no significant difference in employees' satisfaction with compensation and benefits in Rivers State Ministry of Sports. It is recommended that directors of various sports parastatals need to carry out performance reviews on a regular basis in order to set targets and to get input on progress towards those goals. Routine incentives and benefits should be given to enable workers to continue to contribute to the quality of their jobs and government should ensure a good recruitment and selection process, successful socialization strategies and enhanced individual participation.*

**KEYWORDS:** employees' satisfaction, recruitment and selection, performance appraisal, compensations, Rivers State Ministry of Sports

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## **INTRODUCTION**

Employee satisfaction is a crucial metric that can help determine the overall health of the organization, which is why many organizations use periodic surveys to measure employee satisfaction and monitor satisfaction levels over time. Employee satisfaction is essentially a

measure of how happy workers are with their job and work environment. Everyone from managers, Recruitment Officers and Human Resources (HR) needs to get a grip on employee loyalty and engagement—how committed the workforce is to the organization and if workers are really pleased with how things are done to determine their probability of staying with the company. According to Alam, Sameena and Agarwal (2012), employee satisfaction is the terminology used to describe whether employees are happy, satisfied and satisfied with their wishes and needs at work. Most studies support the fact that the happiness of employees is a variable in the productivity of employees, the successful performance of employees and the positive morale of employees at work. Human resources management practices (HRM) is needed to ensure the effective implementation and the survival of the organization and its members.

HRM strategies are collection of internally consistent policies and practices designed and implemented to ensure that human capital contributes to the accomplishment of the company's business objectives. Human resource practices include performance appraisal, recruitment and selection, compensation and benefits etc (Dessler, 2007). According to Dusterhoff, Cunningham & Macgregor (2014), performance appraisal is designed to support and enhance the growth of workers and to eliminate quality barriers. It allows employers and employees to identify, communicate and update goals, priorities and progress towards achieving strategic objectives (Bacal, 2004); however, appraisers and appraisees only respond favorably to the PA system if they find it fair and equitable. Keeping & Levy (2000) states that the performance appraisal system cannot be considered efficient if employees do not see the use of it and its fair and equitable nature. The hiring and selection process is concerned with finding, recruiting and choosing suitable people to meet the human resource needs of the company (Chauchan and Patel, 2014). A sophisticated recruiting and selection process will ensure a better match between the individual skills and the organization's requirements. The authors concluded that work stability could be accomplished through a selection process based on skills and that recruitment and choice "had a significant impact on job satisfaction. In order to increase the competitive advantage, efficiency and effectiveness, the organization should choose the best recruitment and selection process that will help the organization to create the best group of candidates. According to Rehman (2012), recruitment and selection is one of the best practices in the field of HR which helps managers in identifying and recruiting potential candidates, which, in effect, contributes to improved job performance and organizational efficiency.

Moreso, a fair and just compensation plan ensures high morale and consequently high performance in the work of employees and is perceived to be a strong contributor to the work of employees. Rana and Malik (2017) view compensation as the reward given by the organization to its employees in return for showing willingness to perform various jobs and services within the organization. This is in tandem with Nzyoka & Orwa (2016) who found a positive relationship between compensation practices and employee performance. In professional sport, team earnings, and indeed the team itself, would not exist without the individual staff. It follows that the actual value of each staff must be accurately estimated in order to obtain a realistic estimation of team earnings.

Human capital theory by Becker (1964) as in Abraham and Harris (2013) views the demand for labor as strictly utilitarian so that the value of labor is a function of its ability to produce output for the organization. Several studies such as Chauhan and Patel (2014) found that the study of HRM has a strong correlation with job satisfaction. In addition, recruiting and selection, working conditions and carrier development have been shown to have a positive impact on job satisfaction. Also, Tan and Aizzat (2011) found that performance appraisal have a positive effect on administrative innovation. An analysis of the studies examined reveals that most of the studies on human resource practice and its effects on employees satisfaction have been found to concentrate on organizations aside from sport associations. In the light of these, HRM strategies such as performance appraisal, adequate compensation, recruitment and selection have been studied in the Rivers State Ministry of Sports.

### **Statement of the Problem**

Quality and quantity of HRM practices have contributed enormously to the high failure rates experienced by most sports associations due to certain challenges such as inadequate and unavailable finance, performance assessment, lateness, poor leadership, recruitment and selection, compensation and benefits schemes. The shortage of skilled human resources has been described as a global phenomenon, but more apparent in developing countries, where HRM activities are constantly expanding without the need for trained human resources. In support of this statement, Cole (2015) deplored the fact that the lack of qualified sciences and technology techniques in sports associations often led to the recruitment and selection of unqualified staff, and this demotivated the sporting association through a bad system. However, poor accessibility, utilization, availability and adequacy of HRM practices in sports associations could be attributed.

### **Aim and Objectives of the Study**

This study is focused on the extent of employees' satisfaction with recruitment and selection, performance appraisal and compensations in rivers state ministry of sports. In specific terms, the objectives are as follows;

1. determine the extent of employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports.
2. ascertain the extent of employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.
3. establish the extent of employees' satisfaction with compensation and benefits in Rivers State Ministry of Sports.

### **Research Questions**

The following research questions guided this study;

1. What extent is the employees' satisfied with training and development in Rivers State Ministry of Sports?
2. What extent is the employees' satisfied with job design in Rivers State Ministry of Sports?

3. What is the extent employees' satisfaction with job security in Rivers State Ministry of Sports?

### **Hypotheses**

The following hypotheses were formulated and were tested at 0.05 alpha level.

1. There is no significant difference in the male and female employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports.
2. There is no significant difference in the male and female employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.
3. There is no significant difference in the male and female employees' satisfaction with compensation/benefits Rivers State Ministry of Sports.

### **METHODOLOGY**

The research design in this study is the cross sectional survey design. The study was carried out in Rivers State Ministry of Sports. Rivers State is located at South-South zone part of Nigeria. The population for the study is 280 employees', fifty (50) ministry of sports workers and 230 parastatals workers. The sample size for the study is 243 of the population in the study drawn through census sampling technique. A self-structured questionnaire titled "Employees' Satisfaction with Human Resource Management Practices Questionnaire" (ESHRMPQ) was used. The questionnaire has weighted polychotomous and modified four point Likert-scale response options of "Very High Extent" (4 points), "High Extent" (3 points), "Low Extent" (2 points) and "Very Low Extent" (1 point)". Content validity of the questionnaire was established by the five experts in University of Port Harcourt. Cronbach alpha was used to establish the inter-item and inter-scale reliability of the questionnaire, a reliability co-efficient index of 0.949 was obtained for Employees' Satisfaction with Human Resource Management Practices Scale. Two hundred and eighty copies of the questionnaire were administered to the workers to fill the questionnaire, but 243 was correctly filled and returned. Mean and standard deviation was used for descriptive statistics while z-test was used for inferential statistics at 0.05 alpha level using SPSS version 23.

### **RESULTS**

**Research Question 1:** What extent is the employees' satisfied with recruitment and selection in Rivers State Ministry of Sports?

**Table 1: The extent of employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports**

S/N	Items	$\bar{X}$	SD	Remarks
1.	I am satisfied with the recruitment process by which am selected	2.61	0.75	High
2.	The HR department's performance in recruitment and selection is rated high	2.16	0.90	Low
3.	The organisation looks for experienced employees' in selection process	2.39	1.00	Low
4.	The resume screening and shortlisting method used by the organization is satisfactory.	2.83	0.92	High
5.	I rate the selection policy of the organization low.	3.14	0.83	High
6.	Organization is using satisfactory methods of interview	2.33	0.94	Low
	<b>Grand mean</b>	<b>2.57</b>	<b>0.89</b>	

Result in Table 1 indicated that some workers agreed on employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports based on satisfaction with the recruitment process by which they were selected, rating the selection policy of the organization low and the resume screening and shortlisting method used by the organization is satisfactory with mean scores of 2.61, 2.83 and 3.14 respectively. On the other hand, the workers rated item 9, 10 and 13 low with mean scores of 2.16, 2.39 and 2.33 below the criterion mean. The grand mean of 2.57, shows that workers are slightly satisfied with recruitment and selection in Rivers State Ministry of Sports.

**Research Question 2:** What extent is the employees' satisfied with performance appraisal in Rivers State Ministry of Sports?

**Table 2: The extent of employees' satisfaction with performance appraisal in Rivers State Ministry of Sports**

S/N	Items	$\bar{X}$	SD	Remarks
1.	I have a well understood pay-for-performance compensation program.	2.62	0.91	High
2.	Performance appraisal system helps to win cooperation and team work between employees'.	2.47	1.02	Low
3.	Performance appraisal is helpful in reducing grievance among employees'	2.49	0.95	Low
4.	Performance appraisal system is helpful in improving personal skills.	2.38	1.01	Low
5.	Performance appraisal systems help to identify the strength and weakness of an employees'.	2.84	0.94	High
6.	Performance appraisal goals set for you are realistic, achievable and measurable.	2.30	0.96	Low
7.	I am satisfied with the performance appraisal process in my organization.	2.63	1.01	High
	<b>Grand mean</b>	<b>2.53</b>	<b>0.97</b>	

Table 2 revealed that to a slightly high extent workers had a well understood pay-for-performance compensation program, performance appraisal systems help to identify their strength and weakness and are satisfied with the performance appraisal process in my organization with mean range of 2.84 – 2.62. On the contrary, the mean range of 2.30 – 2.49 shows that performance appraisal system does not help to win cooperation and team work between employees', it does not reduce grievance among employees', not helpful in improving personal skills and performance appraisal goals set for you are not realistic, achievable and measurable. The grand mean of 2.53 shows that to a very high extent the employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.

**Research Question 3:** What extent is the employees' satisfied with compensation/benefits Rivers State Ministry of Sports?

**Table 3: The extent of employees' satisfaction with compensation and benefits in Rivers State Ministry of Sports**

S/N	Items	$\bar{X}$	SD	Remarks
14.	Perceived fairness of salary structure	2.60	0.93	High
15.	Compensation commensurate with responsibility	2.67	1.13	High
16.	Salary is fair in terms of work done and experience	3.10	0.80	High
17.	Company's benefits are commensurate with organization norms	2.73	1.03	High
18.	Reasonableness and Fairness in pay raises	2.94	0.88	High
19.	Appropriateness of benefits with employees' needs	2.98	0.83	High
20.	Efficiency of compensation system	3.19	0.90	High
	<b>Grand mean</b>	<b>2.89</b>	<b>0.93</b>	

Result in Table 4.3 indicated that to a moderate extent workers are satisfied with all the stated items which include perceived fairness of salary structure, compensation commensurate with responsibility and company's benefits are commensurate with organization norms. Also, reasonableness and fairness in pay raises and appropriateness of benefits with employees' needs with mean scores of 2.60, 2.67, 2.73, 2.94 and 2.98 respectively. This fact is supported by a grand mean of 2.89.

### Test of Hypotheses

**Hypothesis 1:** There is no significant difference in the male and female employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports.

**Table 4: z-test analysis of the difference in the male and female employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports**

Variable	N	Mean	SD	df	z-cal.	p-value	Level of Significance	Decision
Male Employees'	129	2.67	0.41	241	3.372	0.001	0.05	Reject
Female Employees'	114	2.43	0.51					

In Table 4, the mean scores of 2.67 and 2.43 for male and female employees' respectively. Furthermore, at 241 degree of freedom and 0.05 level of significance; the calculated z-value of 3.372 and p-value of 0.001 was less than 0.05. Hence, the null hypothesis was rejected and



therefore there is significant difference in the male and female employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports.

**Hypothesis 2:** There is no significant difference in the male and female employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.

**Table 5: z-test analysis of the difference in the male and female employees' satisfaction with performance appraisal in Rivers State Ministry of Sports**

Variable	N	Mean	SD	Df	z-cal.	p-value	Level of Significance	Decision
Male Employees'	129	2.62	0.40	241	3.307	0.001	0.05	Reject
Female Employees'	114	2.43	0.51					

In Table 5, the mean scores of 2.62 and 2.43 for male and female employees' respectively. Furthermore, at 241 degree of freedom and 0.05 level of significance; the calculated z-value of 3.307 and p-value of 0.001 was less than 0.05 alpha level. Hence, the null hypothesis was rejected and therefore there is a significant difference in the male and female employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.

**Hypothesis 3:** There is no significant difference in the male and female employees' satisfaction with compensation/benefits Rivers State Ministry of Sports.

**Table 6: z-test analysis of the difference in the male and female employees' satisfaction with compensation/benefits Rivers State Ministry of Sports**

Variable	N	Mean	SD	df	z-cal.	p-value	Level of Significance	Decision
Male Employees'	129	2.93	0.39	241	1.85	0.065	0.05	Accept
Female Employees'	114	2.84	0.41					

In Table 6, the mean scores of 2.93 and 2.84 for male and female employees'. Also, at 241 degrees of freedom and 0.05 level of significance; the calculated z-value of 1.85 and p-value of 0.065 was greater than the 0.05 alpha level. Hence, the null hypothesis was accepted and therefore there is no significant difference in the male and female employees' satisfaction with compensation/benefits Rivers State Ministry of Sports.

## SUMMARY OF FINDINGS

1. Employees are moderately pleased with recruitment and selection in Rivers State Ministry of Sports.
2. The broad average of 2.53 indicates that the staff's satisfaction with the performance appraisal in the Ministry of Sports of Rivers has been very reasonable.



3. To a high degree, employees are pleased with all the things stated, which include perceived equality of the salary structure, remuneration commensurate with the obligation and benefits of the company are commensurate with the organizational norms. In addition, the reasonableness and equality of pay increases and the appropriateness of workers' needs benefits, with average scores of 2.60, 2.67, 2.73, 2.94 and 2.98, respectively.
4. there is significant difference in the male and female employees' satisfaction with recruitment and selection in Rivers State Ministry of Sports.
5. there is a significant difference in the male and female employees' satisfaction with performance appraisal in Rivers State Ministry of Sports.
6. there is no significant difference in the male and female employees' satisfaction with compensation/benefits Rivers State Ministry of Sports.

## **DISCUSSION OF FINDINGS**

Recruitment and selection also have an important role to play in ensuring the performance of staff and the positive results of the sport community. The finding shows a slight employee satisfaction with recruitment and selection in the Ministry of Sports of the State of Rivers. There is therefore a significant difference in the satisfaction of male and female workers with recruitment and selection in the Ministry of Sports of Rivers State. Evidence shows that recruitment and selection remains a major problem in the sports industry. In line with the study Chauchan and Patel (2014) concluded that work stability could be achieved through a selection process based on skills and that recruitment and selection "had a significant impact on job satisfaction. In a study on Greek manufacturing firms, Katou and Budhwar (2007) found that recruitment and choice were positively linked to all organizational performance variables such as productivity, efficiency, creativity and quality. Right selection of candidates should be made on the basis of correct evaluation and selection as an improper assessment and selection would lead the organization to failure to achieve its goals and will also follow a range of issues such as high turnover, low productivity, pressure on staff and dissatisfaction (Storey, 2007).

The findings also showed a very moderate degree of satisfaction among employees at the performance review in the Rivers State Ministry of Sport. According to Lau, Wong & Eggleton (2008), the results of the performance appraisal that make it easier for top management to decide on salary allocations, promotions, terminations, transfers, appreciation awards and training opportunities that can affect employee satisfaction and career advancement opportunities. Typical performance management systems allow sport to set sport targets on a regular basis and then provide input to managers on progress towards those goals. Performance appraisal must therefore be carried out on a periodic basis for the development of human resources. Moreso, The result shows the moderate degree to which employees are pleased with all the things indicated, which include perceived equality of the salary structure, remuneration commensurate with duty and company benefits, are commensurate with the organizational norms. In line with the result, Chiu, Luk & Tang (2012) argued that many sports organizations not only use the compensation scheme to reward and appreciate the efforts and sacrifices of workers, but also serve as a motivational tool

to improve the productivity of staff by enhancing job performance, keeping them from quitting and increasing workplace satisfaction.

### **Recommendations**

The following recommendations were made based on the findings of the study:

1. Directors of various sports parastatals need to carry out performance reviews on a regular basis in order to set targets and to get input on progress towards those goals.
2. Routine incentives and benefits should be given to enable workers to continue to contribute to the quality of their jobs.
3. Government will ensure a good recruitment and selection process, successful socialization strategies and enhanced individual participation.

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