

## Job Selection Practices and the Organisational Performance of Brewing Firms in Nigeria

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### ABSTRACT

*The study was on job selection practices and organisational performance of Brewing Firms in Nigeria. It investigated how employment selection practices affect the organisational performance of brewing firms in Nigeria. A survey research design was employed to examine the perspectives of employees from brewing companies. A sample of 190 full-time employees from the nominal roll of licensed brewing enterprises of two brewing firms was selected. The data collection instrument was a structured questionnaire. The hypothesis was tested using the simple linear regression analytical tool. Findings revealed that the implementation of equal employment opportunity policies had an impact on the operational outcomes of brewing companies in Nigeria. Consequently, brewing companies in Nigeria should prioritise the equal employment opportunities in their selection process.*

**Keywords:** *Job selection practices, organisational performance and Brewing Firms*

## INTRODUCTION

The task of managing the obligation of job selection is entrusted to the human resources department, and the outcome of the organisation is contingent upon their proficiency in fulfilling their duties effectively. Some organisations engage individuals possessing diverse degrees, skills, qualities, and aptitudes. Hence, it is imperative to establish a suitable method to guarantee the recruitment and selection of highly competent individuals within the organisation. Etim and Ebitto (2014). Opined that ensuring the recruitment of highly skilled personnel is vital for organisations to effectively contribute to their success, particularly given the unprecedented level of rivalry among businesses in the contemporary landscape.

Organisations partake in the recruitment and selection procedures to acquire human resources for their operational needs. Recruitment and selection methods are employed by public and private organisations to acquire new workers. Selection, in the context of recruitment, pertains to the systematic procedure of choosing competent individuals from a pool of applicants in response to job vacancies published by the employing entity (Mondy, 2010). The evaluation and interview process is utilised to assess applications for announced positions, ultimately leading to the selection and hiring of people who are most suitable for the organization's objectives (Abdullah and Rahman, 2015). As per the assertions made by the aforementioned writers, it is incumbent upon the organisation to assume the responsibility of determining the optimal recruitment approach for prospective candidates for the offered positions, as well as discerning the most suitable selection process that ensures equitable opportunities for all applicants. Selection is widely seen as a crucial stage within the recruiting process, during which determinations are made regarding the candidates who will be chosen for employment in a given organisation (Armstrong and Taylor 2009; Opatha, 2010; Armstrong, 2010). Typically, established methodologies are employed to identify eligible candidates from the applicant pool for positions that have been officially announced as available inside the organisation (Ofori and Aryeetey, 2011). Frequently, a variety of approaches are employed to evaluate the appropriateness of applicants for the existing vacancies. According to Anwar (2017), the process of selection inside an organisation facilitates the attainment of suitable job placement, so ensuring that individuals with the most suitable skills and abilities are assigned job functions. Recruitment and selection play a crucial role inside organisations (Ekwoaba *et al.*, 2015).

These processes are vital in ensuring that an organisation attracts persons possessing the necessary qualifications to effectively and promptly fill any available

positions. Consequently, the proficiency of organisations in the process of recruiting and selecting individuals would ultimately impact their capacity to successfully employ and retain contented staff. Put simply, the impact of an organization's selection system on business results, particularly productivity and financial performance, is of great importance.

Organisations exert a great degree of caution when selecting candidates to secure the recruitment of the most competent individuals, hence maximising performance. The significance of organisational performance lies in its ability to determine the degree to achieve intended objectives and their mission. This statement elucidates corporate entity effectively utilises its existing resources to attain its predetermined objectives (Edward, 2013). The assessment of organisational performance can be categorised into two distinct dimensions: financial and non-financial. The financial aspect of performance generally focuses on performance that is associated with money matters. Return on Assets (ROA) and Return on Equity (ROE) are widely recognised as the primary performance measures within this particular area. The non-financial dimension, conversely, pertains to non-financial performance indicators. This component encompasses customer satisfaction, market share, competitive advantage, sales volume, and service or product quality.

### **Statement of the Problem**

Organisations are established to accomplish their mission. The realisation of organisational goals is facilitated through mission fulfilment, which necessitates the contribution of employees inside organisations. The individuals in question are employed via the procedures of recruiting and selection. Therefore, effective recruiting and selection practices are essential for organisations to successfully identify and hire suitable applicants, ensuring their placement in suitable work roles. Recruitment and selection are fundamental responsibilities in contemporary management. Hence, it is imperative to establish a recruiting and selection method that is characterised by consistency, transparency, rigour and standardisation to successfully attract highly qualified people for employment. To ascertain the influence that employment opportunity has on organisational performance of brewing firms in Nigeria forms the focus of this study. The main objective of the study is to:

- i. Investigate the impact of equal employment opportunity on the organisational performance of brewing firms in Nigeria.

To guide the study, the hypothesis to be tested is:

- i. Equal employment opportunity does not significantly affect the organisational performance of brewing firms in Nigeria.

### **An Overview of Job Selection Practices**

According to Armstrong (2010, 2012), selection is a pivotal component of the recruitment process that entails the deliberation and determination of which applicants or candidates are most suitable for employment positions. The act of choosing the most appropriate candidate from a group of individuals who have been recruited to occupy a certain job opening is commonly referred to as the process of selection (Opatha, 2010). The act of choosing persons from a group of potential candidates for a position is sometimes referred to as the process of selection (Ofori & Aryeetey, 2011). This field of study focuses on the utilisation of one or more techniques to evaluate the appropriateness of job candidates. The purpose of this method is to optimise the decision-making process for selecting candidates, and it can also be perceived as a process of elimination as it involves rejecting a significant number of applicants while ultimately selecting just a limited number to occupy the post. According to Gamage (2014), the selection function may exhibit a negative rather than positive outcome.

Gamage (2014) stated that the primary goals of the selection function encompass the identification and recruitment of individuals who possess the requisite skills and qualifications for a given position, the cultivation and preservation of a positive employer reputation, and the optimisation of cost efficiency throughout the selection process. The consideration of selection holds significant importance for organisations due to a multitude of factors. According to Henry and Temtime (2009), there exists a strong correlation between the performance of a firm and the individuals comprising its workforce. This suggests that the recruitment of suitable personnel is imperative to guarantee the achievement of organisational objectives.

Therefore, managers can choose from a group of candidates during the selection process, to select individuals who are most likely the specific requirements of the job opening, taking into consideration both external factors and the conditions within the organisation. Historically, organisations have exhibited a vested interest in the recruitment and selection of suitable individuals for vacant positions. Engaging in a continual recruiting and selection process for both present and future job opportunities enables an organisation to enhance its ability to effectively identify and hire the most suitable talent that aligns with its specific requirements

### **Selection Criteria**

To facilitate the process of making a selection, it is important to establish suitable criteria. For a selection process to attain success, it is crucial that the job specification accurately delineates the employee traits that are considered indispensable for achieving optimal work performance. The criteria commonly utilised to assess

individuals' qualifications encompass formal education, professional experience, physical characteristics, and personal traits (Milkovich & Glueck, 2015). The selection criteria are determined by various factors, including the personal attributes of the individual, the specific requirements of the task, and the guidance provided by the supervisor. The attitudes, preferences, abilities, and altitudes of employees may demonstrate diversity according to the particular task being undertaken.

### **Factors Affecting the Selection Process**

In their study, Muller-Camen *et al.* (2013) examined the various factors that exert an influence on an interviewer's assessment. The subsequent factors impact an interviewer's assessment of a candidate:

- i. The expectancy effect refers to the phenomenon where a well-crafted application form or CV sent by an applicant might potentially confer an advantage, as the interviewer may develop certain expectations regarding the individual's performance during the interview process, afterward confirming their initial impressions.
- ii. Initial Perception: The initial moments of an interview possess the potential to exert a lasting influence on the interviewer, persisting beyond the outcome. The phenomenon in question has the potential to yield both advantageous and disadvantageous outcomes.
- iii. Categorization refers to the process in which an interviewer assesses a candidate by relying on their subjective perceptions, sometimes referred to as stereotyping. This might involve making judgments based on factors such as ethnic background, including those of African descent, among others.
- iv. Positive and negative effects might arise from the interviewer's tendency to make generalisations about a candidate's performance within an organisation, categorising it as either positive or negative. This phenomenon is alternatively referred to as the Halo and Horn Effect.
- v. The contrast effect can be observed when the interviewee is evaluated in comparison to other applicants, highlighting their similarities or differences. The interviewer may encounter challenges in avoiding or distinguishing themselves from this comparison.
- vi. The softness and roughness impact pertains to the inclination of interviewers to evaluate the activities of candidates favourably or unfavourably.
- vii. The presence of extraneous or unnecessary information. Partiality refers to a situation in which the discussion is disproportionately dominated by negative information, overshadowing any favourable information that may be present.

During the interview process, there is a tendency to assign greater significance to unfavourable aspects, perhaps leading to biased treatment.

viii. The "Like Me" Effect refers to the phenomenon in which the interviewer forms a perception that the interviewee shares similarities with themselves.

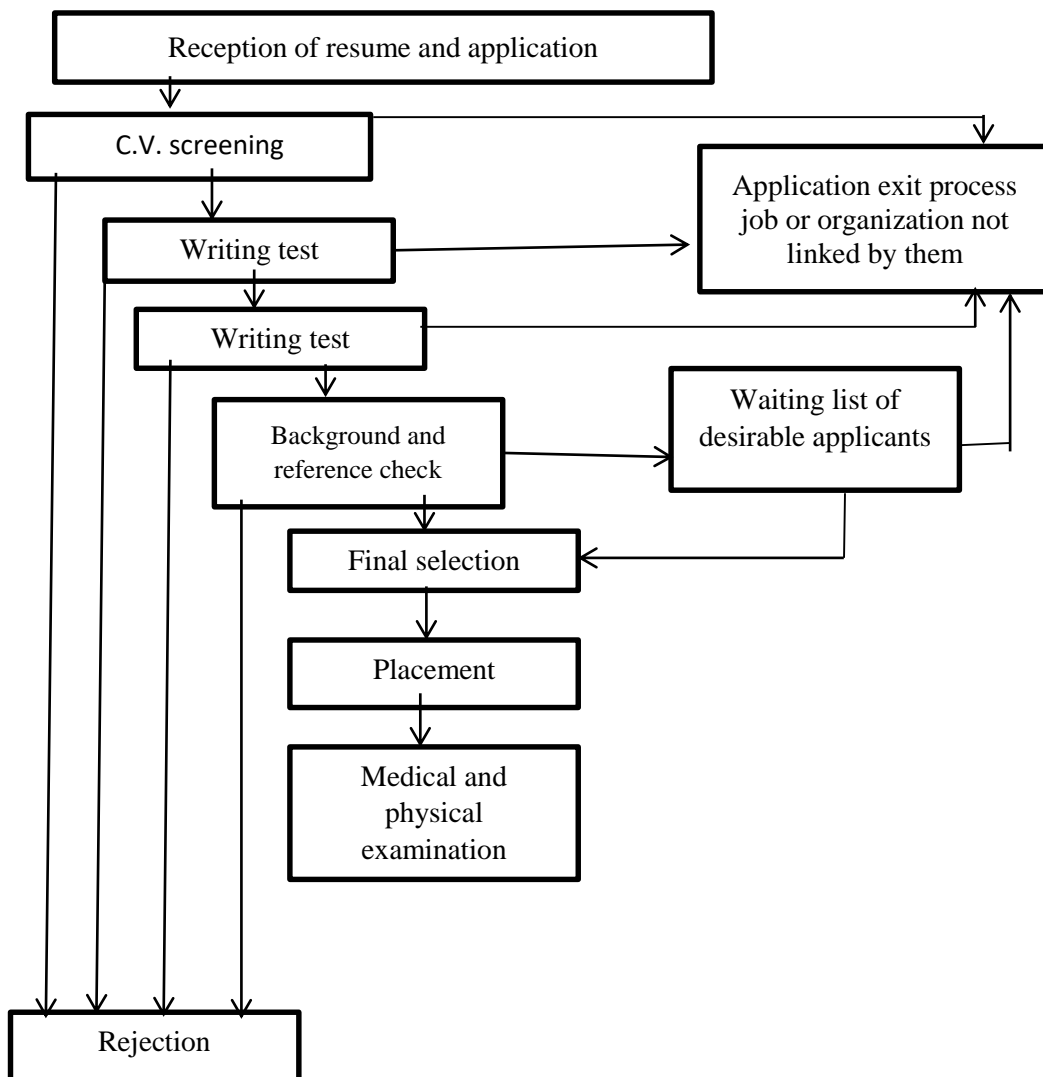
This phenomenon engenders a positive inclination towards the aforementioned candidate, potentially exerting an impact on the ultimate determination. Muller-Camen *et al.* (2013) identified a range of elements that have the potential to impact the selection process within an organization. They include:

- i. The available budget.
- ii. The level of precision necessary
- iii. The temporal duration required for scheduling an appointment.
- iv. The selection criteria for the position that is to be filled.
- v. The adequacy of the approaches
- vi. The characteristics of the job opening and the hierarchical status of the post that is to be occupied.
- vii. The preceding customs and practices
- viii. The concept of administration ease refers to the level of simplicity and efficiency in managing and overseeing various administrative tasks and processes within an organisation.

The act of making inadequate selection decisions might result in enduring ramifications for an organisation. Jackson and Schuler (1995) established that the financial repercussions of a poor hiring decision might amount to five times the remuneration received by the employee. Poor hiring selections can result in two distinct categories of costs: tangible costs and intangible costs. Tangible costs related to the process of hiring encompass various elements such as advertising, interview expenses (including travel, hotel accommodations, meals, and other related costs), employment testing and background checks, relocation expenses, potential litigation expenses arising from wrongful termination, outplacement expenses, and salary (Hinkin and Tracey, 2010). In addition to the aforementioned tasks, the organisation will have allocated substantial human resources and management efforts towards the creation of the job description and advertisement, the evaluation of resumes, the administration of application testing, the execution of background checks, and the interviewing of potential applicants (Hacker, 2007; Werther & Davis, 2013). Underperforming employees have a negative impact on various aspects of the workplace, including reduced productivity, increased absenteeism, diminished self-esteem of the employee, decreased morale among colleagues due to their subpar performance, failure to meet customers' expectations, heightened pressure on managers resulting in failure to

achieve objectives, increased likelihood of injuries and accidents, potential legal actions, and subsequent labour turnover leading to future recruitment expenses (Werther & Davis, 2013).

### Selection Process



**Figure 1:** Process of Selection

**Source:** Hamza *et al.* 2021



The selection process is illustrated in Figure 1. The process of selection involves the assessment and interview of potential candidates for a particular position, to identify and choose the most suitable individual for the job (Abdullah & Abdul Rahman, 2015). After the organisation has identified the optimal approach for attracting possible candidates for the position, the subsequent phase involves determining the most suitable and efficient technique for picking the most qualified individual. When an organisation experiences a vacancy (Anwar & Abdullah, 2021a, b). The responsibility of human resource management entails the identification and recruitment of an appropriate individual to fill the current vacancy (Anwar and Shikur, 2014).

The selection process encompasses a sequence of procedural stages that must be adhered to identify the most qualified candidate for the vacant post (Anwar & AbdZebari, 2015). The aforementioned process commences after the recruitment phase and categorises the participants into two distinct cohorts: individuals who will receive employment offers and those who will not (Anwar & AbdZebari, 2015). An effectively designed selection process is necessary to ensure the identification and selection of suitable candidates while effectively excluding unacceptable applicants. The selection procedure exhibits variation across different associations and even between different departments within the same association (Anwar, 2017). Therapeutic evaluation may be conducted either before or after a final decision in different organisations (Ali, 2016).

However, every organisation devises its selection system according to its unique requirements. Anwar (2016) posits that certain organisations emphasise different types of assessments, with some prioritising exams, while others emphasise interviews and reference checks. According to Ali (2016), there is a variation in the number of selection interviews required for different job positions. For instance, candidates applying for lower-level posts often have a single concise selection interview, while those vying for managerial positions may face an interview conducted by a panel of experts. The selection process should be designed to facilitate the placement of individuals in suitable positions within an organisation, so guaranteeing that individuals with the most suitable skills and abilities are assigned to relevant work roles. This strategic alignment of personnel and job functions is intended to enhance organisational performance (Anwar, 2017).

In a study conducted by Afriyie *et al.*, (2013), the focus was on investigating the impact of recruitment and selection practices on the overall performance of organisations. The main objective of this study was to investigate the influence of recruiting and selection processes on the performance outcomes of small and medium-sized hotels located in Accra. The findings of this study suggest that the process of recruiting and selection may have a significant influence on the overall performance of



hotels located in Accra. A recommendation was made for hotel management to implement a robust recruitment and selection procedure to effectively acquire and choose staff of the desired caliber, hence enhancing their operational efficiency.

Adeyemi *et al.* (2015) examined the influence of recruiting and selection processes on the overall performance of organisations. The objective of this research endeavour was to assess the influence of recruitment and selection practices on the operational effectiveness of a specific branch of Access Bank located in Lagos. Additionally, it was shown that the bank's success was directly influenced by the caliber of its recruitment and selection processes. The researchers proposed that financial institutions establish a robust framework for the recruitment and selection of high-caliber personnel to enhance their operational efficiency and overall performance.

### **The Concept of Organizational Performance**

According to Anwar and Balcioglu (2016), performance can be defined as the level of accomplishment of a work objective that adds to an individual's job responsibilities. Organisations engage in competition to attain a competitive advantage (Hameed & Anwar, 2018). According to Anwar and Ghafoor (2017), competitive imitation holds significant implications for the future of competition. The perception of poor performance rankings by potential competitors is often construed as indicative of the ineffectiveness of a certain practice or the absence of a viable market. Consequently, this interpretation leads to emulation and competitiveness among rivals, so diminishing competitive pressure and enhancing relative performance (Anwar and Climis, 2017). Positive performance rankings, conversely, not only elicit appreciation but also foster emulation and competitiveness, thereby undermining a beneficial position. Organisations endeavour to replicate the achievements in performance exhibited by others through the adoption of their organisational structures and practices (Anwar & Qadir, 2017). This study examines the performance variable like a competitive advantage.

### **Competitive Advantage**

A competitive advantage can be described as the capacity of a corporation to surpass its rivals in performance. To effectively engage individuals and generate interest, a company must provide substantial and authentic value. Additionally, the organisation should possess the capability to discern and recognise its competitors within the market. It facilitates a company in attaining superior profit margins compared to its rivals. Consequently, the corporation and its shareholders derive advantages. A competitive advantage is attributed to a corporation when it possesses exclusive access

to natural resources that are not available to its competitors, maintains a highly skilled staff, occupies a distinctive geographical position, enjoys access to cutting-edge technology, demonstrates the ability to create goods at the most economical cost, and possesses a widely recognised brand. When ascertaining the appropriate competitive advantage for a firm, it is imperative to establish a comprehensive understanding of the specific benefits offered by its product or service, the demographic of customers who engage with the company, and the strategic approaches that can be employed to effectively cater to the identified target market. It is imperative for the organisation to possess a comprehensive understanding of its industry competitors. Porter (1990) presents a theoretical framework consisting of three distinct techniques that organisations might employ to attain a competitive advantage: cost leadership, distinctiveness, and concentration.

### Conceptual Model

The conceptual model for this study is developed using the variable of the study as presented in figure 2:

#### Independent Variables

##### Job Selection

Equal employment opportunity

#### Dependent Variable

##### Organizational Performance

Organisational Performance

- Competitive advantage

**Figure 2:** Conceptual Framework of the Study  
**Source:** Researcher's Conceptualization (2023)

### Theoretical Framework

The Theoretical Framework of this work is the Goal Theory. The Goal Theory was created by Latham and Locke (2006). The theory places significant focus on four mechanisms that establish a connection between goals and performance outcomes. These processes encompass several strategies such as prioritising attention, fostering

effort, motivating individuals to apply their knowledge and talents to enhance their likelihood of success, and recognising that individuals tend to utilise their whole skill set when faced with more complex goals.

Goal theory places significant emphasis on the crucial role of efficient performance management within organisations. This is achieved through the establishment and mutual agreement of targets that serve as benchmarks for evaluating and overseeing performance in subsequent periods. Individuals are apprised of acceptable levels of performance through the process of goal formulation, thereby motivating them to endeavour towards their attainment. Consequently, individuals are incentivized to redirect and assess their activities. Additionally, the theory places significant focus on performance feedback, enabling individuals to monitor their performance to predetermined performance objectives and make necessary adaptations accordingly.

Organisations are established to attain predetermined goals. The attainment of these objectives is feasible provided that the organisation possesses personnel of high caliber who possess the requisite experience, competence, and dedication to effectively accomplish the objectives. Recruitment and selection serve as the initial stages in acquiring employees possessing the aforementioned attributes. When organisations possess a robust and efficient recruiting and selection procedure, they have the potential to successfully attract and choose the most qualified candidates who can contribute to the organization's objective of the establishment. This further suggests that individuals possessing attributes that are perceived as advantageous to the organisation would be considered for employment.

The utilisation of the Goal theory in this study was motivated by its focus on the attainment of organisational goals. In addition, organisations must have personnel that possess the necessary skills and have a strong dedication to effectively contribute to the success of the business and its many operations. Organisations might enhance their ability to fulfill their objectives by implementing an efficient recruiting and selection procedure, which would enable them to attract and retain high-quality personnel.

## **METHOD**

The study employed the survey research design to examine the perspectives of employees from brewing companies in Nigeria. The study population encompassed all the full-time employees of licensed brewing enterprises in Nigeria, gotten from the nominal roll of two brewing firms. To determine the sample size for this study, Taro Yamane's sample size determination technique was employed where 190 respondents

were arrived at as the sample size for the study. Data were collected from primary sources with the use of a Likert scale questionnaire.

### Reliability of the Research Instrument

The reliability of the instrument was evaluated using Cronbach's Alpha. The analysis of the exam resulted in an overall score of 0.745. The obtained outcome suggests that the instrument demonstrated a high level of reliability. According to Bryman and Bell (2007), a test result of 0.70 or higher is deemed appropriate for utilisation of items in a research investigation.

**Table 1:** Reliability Table

Variable	Number of Items	(Cronbach Alpha)
Equal employment opportunity	5	0.773
Organizational Performance	5	0.718
Overall	10	0.745

Source: Researcher's Computation (2023)

## RESULTS AND DISCUSSION

A total of 151 copies of the questionnaire were duly completed and thereafter submitted. The depicted figure illustrates a response rate of 79.4%.

**Table 1:** Demographic Characteristics of Respondents

Variables	Frequency	Percentage (%)
<b>Gender of Respondents</b>		
Male	104	68.87
Female	47	31.13
Total	151	100%
<b>Age of Respondents</b>		
21 – 30	39	25.83

31 – 40	40	26.49
41 – 50	45	29.80
51 and above	27	17.88
<b>Total</b>	<b>151</b>	<b>100</b>
<b>Education of Respondents</b>		
B.Sc./HND	62	41.06
M.Sc./MBA	57	37.75
Others	32	21.19
<b>Total</b>	<b>151</b>	<b>100</b>
<b>Experience of Respondents</b>		
Less than 1year	22	14.57
1-4 years	37	24.51
5-9 years	33	21.85
10-14 years	40	26.49
15 years and above	19	12.58
<b>Total</b>	<b>151</b>	<b>100</b>

**Source:** Fieldwork (2023).

Table 1 indicates that out of the 151 respondents, 104 were identified as male, representing about 68.87% of the total sample. Conversely, the remaining 47 respondents were identified as female, accounting for approximately 31.13% of the sample. This finding indicates a higher representation of males in the breweries that were examined. From the age distribution of the participants, the table displays the distribution of respondents according to their age groups. Out of the total sample size, 39 respondents fell within the age range of 2 to 30 years, accounting for 25.83% of the participants. Additionally, 40 respondents were aged between 31 and 40 years, making up 26.49% of the sample. Furthermore, 45 respondents were in the age group of 41 to 50 years, representing 29.90% of the participants. Lastly, 27 respondents were aged 50 years and above, constituting 17.88% of the total sample.

It was also found that out of the total number of respondents, 68 individuals possessed a Bachelor of Science (B.Sc.) or Higher National Diploma (HND),

accounting for 41.06% of the sample. Additionally, 57 respondents held a Master of Science (M.Sc.) or Master of Business Administration (MBA), representing 37.75% of the participants. Furthermore, 32 individuals reported having qualifications other than those mentioned above, making up 21.19% of the whole sample. This suggests that the participants possessed a high level of education, enabling them to effectively respond to the inquiries presented in the survey.

Based on the data in the table, it can be observed that the proportion of respondents possessing less than one year of work experience amounted to 22 individuals, accounting for 14.57% of the total sample. Out of the participants, 37 individuals reported having a job experience ranging from 1 to 4 years, accounting for 24.51% of the whole sample. Additionally, 33 participants reported having work experience ranging from 5 to 9 years, representing 21.85% of the total sample. Additionally, it is worth noting that out of the total respondents, 40 individuals possess a professional background spanning from 10 to 14 years, constituting approximately 26.49% of the sample. Furthermore, 19 respondents have accumulated 15 or more years of work experience, representing approximately 12.58% of the total population under consideration. This suggests that a significant proportion of the participants possessed extensive professional backgrounds, hence enabling them to furnish the requisite data on the survey instrument.

### Test of Hypotheses

H<sub>01</sub>: The implementation of equal employment opportunity policies does not yield a statistically significant impact on the performance of brewing companies in Nigeria.

**Table 2:** Regression Analysis Result on the influence of providing equal employment opportunity on organizational performance of brewing firms in Nigeria

#### A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 <sup>a</sup>	.666	.599	4.39387

#### B. Goodness of Fit of the Model<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	164.038	1	135.022	69.501	.000 <sup>b</sup>

Residual	77.392	149	1.943
Total	241.428	150	

### C. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.923	1.368		.674	.502
	EEO	1.095	.431	.633	2.541	.000

a. Dependent Variable: Performance

b. predictors(constant), EEO- Equal Employment Opportunity

Source: Researcher's Computation (2023)

Table 2 displays the outcomes of a regression study conducted to examine the impact of implementing equal employment opportunity policies on the performance of brewing companies in Nigeria. The summary of the generalised model indicates an R<sup>2</sup> value of 0.666, suggesting that the implementation of equal employment opportunity has a significant impact on approximately 66.6% of variations in the performance of brewing companies in Nigeria. The model exhibited a goodness of fit of 95 percent, as shown by a p-value of 0.05. The statistical analysis revealed that there was a substantial influence of selection practices on the performance of brewing enterprises in Nigeria, with a p-value of less than 0.05. Based on the results obtained, the research findings indicate that the null hypothesis, which posits that there is no substantial impact of giving equal employment opportunity on the performance of brewing enterprises in Nigeria was rejected in favour of the alternative hypothesis. Consequently, it was deduced that the provision of equitable employment opportunities exerts a noteworthy impact on the performance of brewing companies in Nigeria.

### Discussion of Findings

The findings from the examination of the hypothesis indicate that the implementation of equal employment opportunity policies had a noteworthy impact on the operational outcomes of brewing companies in Nigeria. Marcus (2010) found that the provision of open and equal opportunity has a notable impact on the performance



of public institutions. Furthermore, the study conducted by Olatunji and Ugoji (2013) revealed that the implementation of equal employment opportunity policies has a noteworthy impact on organisational performance. This is primarily attributed to the fact that such policies facilitate a broader pool of applicants to be evaluated and considered for employment-related purposes. According to Opayemi and Oyesola (2013), the significance of equal employment opportunity in organisations lies in its ability to enhance employee performance. This is primarily attributed to the fact that it enables organisations to attract a diverse pool of highly skilled and potentially experienced individuals across different job functions. The ramifications of these findings have significant importance for brewing businesses in Nigeria. For instance, the implementation of a proficient recruitment system that ensures equal opportunity can significantly contribute to the brewing industry by aiding enterprises in selecting the most qualified and talented candidates. This, in turn, enhances their performance and facilitates improvement within the industry. Ensuring equal opportunity would result in the implementation of a just and inclusive system that transcends factors such as place of birth, religious affiliation, gender, and similar characteristics, so enabling the selection of the most highly competent individuals.

## **CONCLUSION AND RECOMMENDATIONS**

The results of the hypothesis indicate that the implementation of equal employment opportunity policies has a statistically significant impact on the performance of brewing companies in Nigeria. Based on the findings of this study, it can be inferred that the implementation of equal employment opportunity policies has a significant impact on the operational effectiveness of brewing companies in Nigeria.

Brewing companies in Nigeria should prioritise the provision of equal employment opportunities. This will enable all eligible candidates to be considered for employment, thereby facilitating the selection of the most qualified individuals. Ultimately, this practice will contribute to the overall performance and success of these companies.

It is recommended that future research be undertaken to examine the correlation or influence that recruitment and selection expenses and performance outcomes. There is a need to broaden the scope of future research to encompass all licensed brewing enterprises operating within the nation.

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