

Effects of Cultural Factors on Employee Appointment: A Case Study of the Federal Medical Centre, Yenagoa, Nigeria

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ABSTRACT

This study examines the effect of Cultural Factors such as Norms, Values, Attitude, Religious Belief, Ethnicity and language on Employee's Recruitment, Selection, Induction and Placement (Appointment) in Federal Medical Centre (FMC), Yenagoa. Six hypotheses were formulated to guide the study with regression analysis used to test the hypotheses. The result of the analysis revealed that organizational Norms and values significantly influences employee's recruitment, Recruitment, Selection, Induction and Placement (appointment) in Federal Medical Centre (FMC), Yenagoa. The analysis further indicates that religious beliefs, ethnicity, language and attitude does not have significant influence on employee's appointment. Based on the findings, it was recommended that there should be periodic review of organizational norms and values so as to further enhance employee's appointment processes.

Key Words: Effects, Cultural factors, Employee, Appointment

Introduction

Nigeria today faces considerable pressure when there is need to recruit employees especially into Government parastatals such as the ministries due to the multi-ethnic groups and culture in the country which has more than 250 ethnic tribes (2008). The three largest and most dominant ethnic groups are the Hausa, Yoruba, and Igbo. Other smaller groups include the Fulani, Ijaw, Kanuri, Ibibio, Tiv, Edo etc. The word culture according to the Oxford Advanced Learners Dictionary, are customs, arts, social institutions etc of a particular group or people. Therefore, the way of life of each of the Over 250 ethnic tribes differ with their geographical location, life style and affects recruitment processes into various offices.

The indigenous enterprise will continue to play unique roles in social and economic transformation of the Nigerian society. Immediately after independence, successive Nigerian government has consciously initiated policies aimed at recruiting the economy towards achieving economic growth. One of such initiatives was signing into law of the Nigerian Enterprise Promotion Decree whose cardinal objective was to ensure that a large proportion of the economic activities are indigenously owned and controlled.

Inegbenebor (1998) provided alternative strategies to the identified problems of the centre for management development, Lagos. This includes among others "being able to recruit, select, induct and retain employees in those enterprise, people from other organization who are already trained and experienced. Thought the problem does not lie with employee recruitment into the hospitals but rather on management ability to carry out this process given the multi-dimensional influences of

cultural factors. The cultural factors by this very nature affects all organizational activities ranging from employee attitude to work/behavioral patterns to managerial decision making. these factors are all embracing and include among others; religion, social, interacting attitude, values, ethnicity, cultured affiliations, tribalism, nepotism, God-fatherism, favoritism, language, sex, etc. skoup et (2000).

An organization can only be effective if people are put in place to operate the office, store plant or equipment. Thus, acquiring the necessary people is the first phase of any Human Resource Managers Program and this phase is carried out by employment division. Recruitment and other employment activities of the employment division stem from the Human Resource plans established by the managers throughout the organization.

In the same vein, the hospital now call the **Federal Medical Centre (FMC)** was established in the year 1957 in line with the then health policy of the federation to cater for the health needs of its citizens. This metamorphosed in the Specialist Hospital in 1996 when Bayelsa was created so as to meet up with its health obligation for the Bayelsa citizenry. In 1999 September 9th, the specialist hospital Yenagoa. Changed its form to the Federal Medical centre with the main aim of making Bayelsa citizenry have access to secondary and affordable health care services which is a little bit higher than that of the General Hospital and also cheap. The FMC as established Bayelsa was also established in all the states of the federation.

There are about 30 departments in the FMC Bayelsa which include: Admin, Accounts, Records, Medicine, Pharmacy, Medical Laboratory, Accident and emergency, Nursing, Anatomical Pathology (Mortuary), Theatre, Mental Health, Ex-ray(Radiology), Gynaenacology (O&G), Medical Out Patient (MOPD), Audit, Dental, Ophthalmology, Ear and throat (ENT), Store Library, Works General Out Patient (GOPD), Athopedic, Physiotherapy, paediatrics, Security, Catering, Nutrition and dietetics, Optometry, Physiotherapy Department with a staff strength of 1,477. Source: Mr. Kunle (FMC Bayelsa Records) Human Resource planning involves estimating the size and make-up the future workforce. This process helps the organization to acquire the right number and kinds of people when they are need. Other complicating factors include changes in economic conditions fluctuation in the labour supply and changes in political environment: Donelly (2000).

Formal and informal approaches to Human Resource planning are used for e.g. some organization use mathematical projections. Data's are collected on such topics as the supply of resources; labour market composition, demand for product and competitive wage and salary programmes. Recruitment is an essential step in staffing an organization. Its primary objectives are to acquire the best qualified applicants to fill vacancies. However, even before acquiring applicants, it is necessary to understand clearly the job that needs to be filled. The needs and procedure used to acquire and understanding of jobs are called job analysis. It is through job analysis that management decides what kind of people to hire. Consequently, managers must evolve means of eliminating or at the least reducing to the barest minimum the multi-dimensional influences of cultural factors in employee recruitment so as to facilitate organizational productivity and growth. Parkins (1999).

The effectiveness of an organization is a function of intelligent decision and policies in manpower planning. It requires a proper knowledge of how to recruits, select and place an organization to achieve the best set goals of the organization as well as the employees. Recruitment plays an important role in the hospitals, where it is not properly done, there will be miss-match of job position in the organization, which then affects its effectiveness. It is also the process by which people are brought into the organization and essentially form the basis of acquiring good quality employee in

the organization. It also determines to what extent the organization will successfully achieve its objectives. The original objectives will be met if right calibers of employees are recruited since original goals not different.

Recruiting according to Harold Koont (1999) is the strategy for sourcing prospective employees and stimulating them or to apply for the job. The internal source which is one of the most useful sources of manpower recruitment policy is based on utilizing present personnel through transfer, promotion, recall, layout or retirement. The external source comprises of people who are not current employees of the company. These newly recruited employees usually will bring in new enthusiasm, new ideas and new spirit of competition into the organization. Nwachukwu (2000).

Therefore, as a Human Resource manager, greater care should be taken in those employment procedures and policies by adhering to manpower recruitment of various department and eliminating bias, favoritism, tribalism, and the likes in order to achieve and increase organizational effectiveness in terms of output. Organizations operate in societies and must recruit, select their workers from the societies they live in, individuals are the product of society they find themselves in and to a large extent take character and color of that environment.

As observed by Achonu (1998), Nigeria like other societies has its culture which is a set of unwritten rules and standards determining behaviors and attitudes. Every employee is therefore a cultural animal whose behavior and attitudes to work are al determined by the society of which he/she is a part of. We have so far discussed the views of many researchers of the influence of culture on the behavior of employees, but none has related such outcomes to recruitment, selection and induction and orientation of new employees in the health sector in Nigeria. To determines whether cultural factors (religions, values, sex attitudes, languages etc.) affecting recruitment will lead to original productivity in Federal Medical Centre in Yenagoa. To determine the relationship between cultural factors (religion, language, values, norms, social interactions, sex, etc.) affecting recruitment would influence employee performance. To determine whether the staffing process (recruitment) is affecting employee turnover rate. To determine whether cultural factors (ethnicity, language, religion, sex, age etc.) affecting staffing process will lead to original commitment of employees in Federal Medical Centre Yenagoa.

Hypothesis

The following hypothesis was formulated for this study to investigate the effectiveness of those cultural factors affecting the use of new employees' recruitment that contribute to positive original outcome in FMC Yenagoa.

H₀₁: Organizational norms has significant effect on employee's recruitment, selection, induction and placement

H₀₂: Language has no significant effect on employee's recruitment, selection, induction and placement

H₀₃: Ethnicity has no significant effect on employee's recruitment, selection, induction and placement

H₀₄: Religious belief has no significant effect on employee's recruitment, selection, induction and placement.

H₀₅: Organizational Values has no significant effect on employee's recruitment, selection, induction and placement.

H₀₆: Attitude has no significant effect on employee's recruitment, selection, induction and placement.

LITERATURE REVIEW

The primary objective of this chapter is to review available literature on the subject matter, which entails re-examining the works of other people which fall within the context of this study. In this chapter, attempts are made by the researcher to identify areas in relation to the study that had been previously researched upon.

The importance of culture and values in socio-economic and political development has been the focus of many articles and books, conferences and seminars has been held. There has been argument over the role of culture and values in development by scholars, sociologist and development experts.

Authors are of the view that systematic presentation of a literature forms the foundation of any study. This happened to be very true especially when it reveals what has been done previously in the problem area and also serve as connecting the link between finding of previous research the result of the proposed study, Baridam (2000).

Cultural factors affecting the use of new employee's recruitment, selection, induction and orientation has been explained in various perspectives by different scholars and professionals.

Bayelsa state is culturally heterogeneous; however, there have been similarities in historical experiences and cultural affinities. There exists in the Niger Delta a well co-ordinate network of cultural exchanges running south and north through the region (Alagoa 1972; Horton 1962; Jones 1963). The social culture of most traditional Bayelsa communities was composed of nuclear families, extended family units and lineage wards; a conglomerate of which made up of settlement. High premium was accorded fecundity because of the intensive labour demands of the traditional agrarian economy, thus, monogamy symbolized social degradation and failure, while polygamy symbolized success. (Okaba, 1997:77).

It is important that research of this magnitude should draw some insight into existing stocks of literature on the subject matter. In order to do this successfully, this chapter will be divided in the following sub headings which in turn serve as sections. a) Manpower Planning b) Concept of Culture c) Social Interaction d) Religion e) Language f) Culture/Medicine g) Norms h) Recruitment i) Developing sources of applicants j) Staffing process/Fairness in staffing process k) Organizational Socialization

Manpower Planning

Manpower planning is one of the factors of production in every business organization without, it all other factors of production will have to wait. The economic growth and survival of any industrial organization depends on how best its human resources are used and maintained. For the effective coordination and utilization of Resources (both Human and Materials). Organizations need to recruit, select and place the right caliber of people into the right jobs. In an effort to achieve this aim, Bottomley (1998) says that manpower planning is very essential for the efficient operations in most business organization. The department of employment made a laudable contribution in this direction

by defining manpower planning as a strategy for acquisition, utilization, improvement and preservation of enterprise human resources.

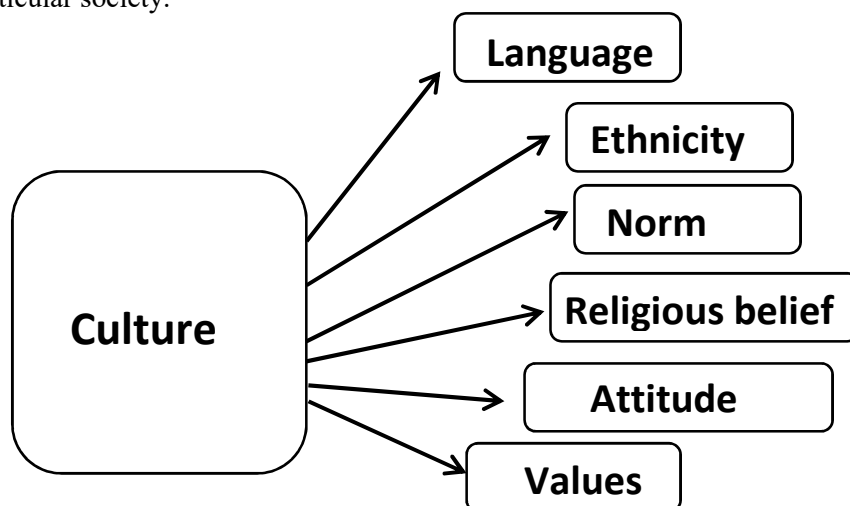
Nwachukwu (2001) sees manpower planning as the process by which management attempt to provide for its human resources to accomplish its task. According to Bottomly (2000), the manpower purpose of planning is as follows:

- i. To access Induction and orientation needs
- ii. To determine recruitment needs
- iii. To anticipate and avoid redundancy

Others are assisting career planning, monitoring, manpower cost, forecasting changes in terms of skills and monitoring balances in age distribution. The above news brought into focus the main objective of manpower planning as a process which helps organization to determine the number of people required in both quality and quantity at a given time, those to be trained. In order to improve better utilization of human resource, commercial performance which will help organization to grow economically.

The Concept of Culture

The Cambridge Advanced Learners Dictionary defines culture as “way of life, especially” the general customs and beliefs, of a particular group of people at a particular time”. Also, world encyclopedia (2002) defined culture as a way of life, be it simple, complex, advanced or not advanced. It posits that people born with knowledge of a culture, that culture is generally learned by growing up in a particular society.



The term culture has various meanings in different disciplines and different contexts. Huntington (Harrison and Huntington, 2000) explains that it is often used to refer to the intellectual, musical, artistic and literary products of a society, “high Culture”. Huntington explains further, that notable anthropologist such as Clifford Geertz, have emphasized culture as “thick description: and use culture to refer to the entire way of life of a society: its values, practices, symbols, and institution and human relationships. Also, many believe that culture is by definition harmonious and adaptive and that conflict and sufferings are the consequence of external intrusion, (Harrison and Huntington, 2000:13).

Humans in various societies, whether urban or folk, are capable of empathy, kindness, even love and they can sometimes achieve outstanding mastery of the challenges posed by their environments but they are also capable of maintaining beliefs, values and social institutions that result in senseless cruelty, needless suffering and monumental folly in their relations among themselves as well as good ethics with other societies and physical environment in which they live.

Schein (1995) describes culture as a pattern of basic assumptions invented or discovered or developed by a group. He went further to explain that those patterns of behaviour must work well for them to have been considered valid and therefore to be thought to new members as a correct way to perceive, think and feel in relation to those people's behaviour in any environment. This includes language, food, clothing, social life style and traditional economic activities; these have become customary to the people in such environment. There are groups of people who have these co-existing customs, attitude and belief system that are peculiar to the environment. Nigeria has states which are multicultural in nature and environment which consist of socio-cultural factors that can make the health sector successful in the recruitment, selection and induction of its new employees.

Social Interaction

According to Barridam (2000), the socio-cultural factors which constitute the structure of a society plays an important role in the practice of management in any organization. These factors affect and influence the behaviour of the people, their values and general attitude to work, leadership and their individual roles in an organization. The socio-cultural environment provides the arena for socialization and enculturation of people in the system inter-relation between a society and its culture. The workers enter this scene by recognizing the total societal influence in work prospects on the other hand, then effectively establishing as well as designing effects or influence which the worker should have either by what response, by increasing or decreasing his/her productiveness (Ogionwo and Akude (2003).

Religion beliefs and practices

Of all cultural invention of man, the religious institution stands out distinctly as the most expressive, Religion everywhere reflects the responses of man to the wonders and ineluctable perplexity of life, Benjamin Okaba and S.T.K. Appah (1999). It is expected that religion can play a leading role in the shaping of one's way of life. In the recruitment exercise into an organization, the manager will have the necessary information about the new employees whether he/she is a Christian or muslim. If the new employee is a muslim, the manager should know that every Friday, the Muslim employee will attend his Friday prayers thereby losing work time on Fridays. More so Christians would not want to work on a Sunday since it is a day of worship.

Language

For people everywhere, language is the major means of communication, the process by which one generation processes culture and transfers it to the next just as our bodies contain genes of our ancestors. Language gives us the power to gain access to centuries of accumulated wisdom; meaning of language varies with culture, time and circumstances. Some describe language as the most important gifts from God to mankind.

It is the means of communication in a society. To be successful in business. The organization must be conscious of the language and other cultural beliefs of the people in the area where they operate. Language in organization is used for identifying members of a culture or sub-culture. By learning

language, members attest to their acceptance of the culture of that organization. New employees are frequently overwhelmed with acronyms and jargons but within 6 months on the job become fully part of their language. One assimilated, these terminologies act as common denominator of those unit members of a given culture, Stephen p, Robbin (2003).

Culture and Medicine

Traditional medicine developed out of trial and error, E.D.O Mangete ET AL, 1999. When homo-sapiens became conscious of himself and his environment, he tried out the properties of several leaves, barks, stems, fruits and roots. Those that had nutritional values he regarded as food, those that were poisonous he avoided, and those that had curative values he earmarked for treatment of minor ailments. As society became developed, some men and women devoted themselves to the management of ailments and passed the tradition to their children or close relatives thus a culture of family based traditional medical practice was founded. In most cases, the traditional healers were the priest and goddesses who were believed to have powers beyond the natural.

It is most likely that the early inhabitants of the area now known as Bayelsa State brought with them such traditions from wherever they might have migrated from. The practice of traditional medicine in Bayelsa does not differ from other known ones in the less developed societies. Minor ailment such as colds and cough were regarded as part of nature and were treated with known herbs and roots. More serious ailments were seen as punishment meted out by the ancestors on the sick.

They are known to be good bone doctors as most badly damaged bones are brought back to life by the known bone healers up until now. Another established traditional health aspect in Bayelsa that is well patronized is the traditional birth attendants. Some women who have been termed barren after getting the needed attention from the traditional birth attendants sometimes get pregnant. This singular reason has attracted more and more women to such centres as even well western educated women are seen queuing to see either the woman or man in charge of such centre.

METHOD AND DATA ANALYSIS

The hypotheses formulated for the study was tested using regression analysis. Data collection was achieved with the administration of well-structured and validated questionnaire, 90 questionnaires were administered to the respondents out of which 85 were successfully retrieved and used for the analysis. The Hypotheses formulated for this study was tested using regression analysis at 0.05 significant level with the aid SPSS 16.0 version. Below is the summary of the output.

Decision Rule

Reject the null Hypothesis if $F_{\text{calculated}} > F_{\text{tabulated}}$, also reject the null hypothesis if $P\text{-value} < 0.05$.

TEST FOR GOODNESS OF FIT OF REGRESSION MODEL

The analysis of variance approach is applied to examine the overall influence of the independent variables X's on the dependent variable Y.

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6 = 0$$

$$H_1: \beta_i \neq 0 \text{ for some } i'$$

Table 1. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.843	6	.141	5.345	.000(a)
Residual	2.051	78	.026		
Total	2.894	84			

a. Predictors: (Constant), To what extent does language affect employees appointment, to what extent does norm affect employees appointment, to what extent does attitude affect employees appointment, To what extent does religious belief affect employees appointment, to what extent does ethnicity affect employees appointment, To what extent does value affect employees appointment.

b. Dependent Variable: Employees Appointment

TEST STATISTICS

F – Calculated = MS_R/MS_E at $\alpha = 0.05$ level of significance and (6,78) degree of freedom from table 1: $F - cal = 0.141/0.026 = 5.345 > F(6,78) = 2.21$ (From T table)

Based on the decision rule, we rejected H_0 and conclude that all the independent variables X's jointly influenced the prediction of the dependent variable Y.

Table 2: Testing for the Significance of the Individual Variables

	Unstandardized coefficients	Std. error	Standardized coefficients	T	Sig.
	B		Beta	B	Std. error
(Constant)	1.286	.112		11.510	.000
To what extent does norms affect employees appointment	.093	.034	.368	2.737	.008
To what extent does values affect employees appointment	.109	.037	.449	2.939	.004
To what extent does religious belief affect employees appointment	.101	.040	.031	.266	.791
To what extent does ethnicity affect employees appointment	-.035	.035	-.132	-.996	.322
To what extent does attitude affect employees appointment	-.023	.032	-.079	-.707	.482
To what extent does language affect employees appointment	-.070	.035	.265	-2.036	.055

a) Dependent Variable: Does cultural factors affect employees appointment

$$\text{Model: } Y_{EA} = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + B_6 X_6 + E$$

From Table 2

$$B_0 = 1.27, B_1 = -0.09, B_2 = 0.11, B_3 = -0.11, B_4 = -0.04, B_5 = -0.02, B_6 = -0.07$$

Replacing these values into the regression equation above, gives the least square prediction equation.

$$Y_{EA} = 1.27 - 0.09 x 1 + 0.11 x 2 + 0.11 x 3 - 0.04 x 4 - 0.02 x 5 - 0.07 x 6 + E$$

Significance of B_0 (Intercept)

$H_0: B_0 = 0$ (The relationship between the intercept and Y is not significant)

$H_1: B_0 \neq 0$ (The relationship between the intercept and Y is significant)

Test Statistics;

$$t_{cal} = B_0/S.E = 1.286/0.112 = 11.510$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if P – value < 0.05 (significant Level).

Accept if otherwise.

Conclusion: since $t_{cal} = 11.510 > t_{tab} = 1.66$ and P-value = $0.00 < 0.05$, we therefore reject the null hypothesis and conclude that the intercept B_0 is significant.

Significance of B_1

$H_0: B_1 = 0$ (The relationship between X_1 (Religious Belief) and Y is not significant)

$H_1: B_1 \neq 0$ (The relationship between X_1 and Y is significant)

Test Statistics:

$$t_{cal} = B_1/S.E = 0.011/0.040 = 0.266$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject, H_0 if P-value < 0.05 (significant Level). Accept if otherwise.

Conclusion: Since $t_{cal} = 0.266 < t_{tab} = 1.66$ and P-value = $0.791 > 0.05$, we therefore accepted the null hypothesis and conclude that religion has no significant effect on employee appointment.

Significance of B_2

$H_0: B_2 = 0$ (The relationship between X_2 (Values) and Y(Cultural Factors) is not significant)

$H_1: B_2 \neq 0$ (The relationship between X_2 and Y is significant)

Test Statistics:

$$t_{cal} = B_2/S.E = 0.109/0.037 = 2.939$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if $P\text{-value} < 0.05$ (significant level).

Accept if otherwise.

Conclusion: Since $t\text{-cal} = 2.939 > t\text{-tab} = 1.66$ and $P\text{-value} = 0.004 < 0.05$, we therefore rejected the null hypothesis and accepted the alternative hypothesis and conclude that values has significant effect on employee appointment.

Significance of B_3

$H_0: B_3 = 0$ (The relationship between X_3 (Attitude) and Y (Cultural Factors) is not significant)

$H_1: B_3 \neq 0$ (The relationship between X_3 and Y is significant)

Test Statistics:

$$t_{cal} = B_3/S.E = 0.109/0.037 = 2.939$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if $P\text{-value} < 0.05$ (significant level).

Accept if otherwise.

Conclusion: Since $t\text{-cal} = -0.707 > t\text{-tab} = 1.66$ and $P\text{-value} = 0.482 < 0.05$, we therefore accepted the null hypothesis and conclude that attitude has no significant effect on employee appointment.

Significance of B_4

$H_0: B_4 = 0$ (The relationship between X_4 (Norms) and Y (Cultural Factors) is not significant)

$H_1: B_4 \neq 0$ (The relationship between X_4 and Y is significant)

Test Statistics:

$$t_{cal} = B_4/S.E = 0.093/0.034 = 2.737$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if $P\text{-value} < 0.05$ (significant level).

Accept if otherwise.

Conclusion: Since $t\text{-cal} = 2.737 > t\text{-tab} = 1.66$ and $P\text{-value} = 0.008 < 0.05$, we therefore rejected the null hypothesis and accepted the alternative hypothesis and conclude that norms has significant effect on employee appointment.

Significance of B_5

$H_0: B_5 = 0$ (The relationship between X_5 (Ethnicity) and Y (Cultural Factors) is not significant)

$H_1: B_5 \neq 0$ (The relationship between X_5 and Y is significant)

Test Statistics:

$$t_{cal} = B_5/S.E = 0.035/0.035 = 0.996$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if P-value < 0.05 (significant level).

Accept if otherwise.

Conclusion: Since $t_{cal} = -0.996 > t_{tab} = 1.66$ and $P\text{-value} = 0.322 < 0.05$, we therefore accepted the null hypothesis and conclude that ethnicity has no significant effect on employee appointment.

Significance of B_6

$H_0: B_6 = 0$ (The relationship between X_6 (Language) and Y (Cultural Factors) is not significant)

$H_1: B_6 \neq 0$ (The relationship between X_6 and Y is significant)

Test Statistics:

$$t_{cal} = B_6/S.E = 0.070/0.035 = 2.036$$

$$\text{From the table} = t(0.05, 78) = 1.66$$

Decision Rule: Reject H_0 if $t_{cal} > t_{tab}$, also reject H_0 if P-value < 0.05 (significant level).

Accept if otherwise.

Conclusion: Since $t_{cal} = -2.036 > t_{tab} = 1.66$ and $P\text{-value} = 0.55 < 0.05$, we therefore accepted the null hypothesis and conclude that language has no significant effect on employee appointment.

The result of the analysis using percentages and frequencies revealed that a greater percentage of sampled respondents are of the opinion that norms and values significantly influence employee's appointment in FMC. Majority of respondents are of the opinion that attitude, ethnicity, language and religious belief has an inconsequential effect on employee appointment. This conclusion was collaborated by the use of multiple regression in test the significance of the six hypotheses formulated for the study. The result from the t-value of the regression analysis collaborated that of the percentage and frequency analysis as it shows that values and norms significantly affect employee appointment while attitude, language, ethnicity and religious belief have no significant effect on employee appointment.

CONCLUSION

The study established that norms and values significantly influence employee recruitment, selection, induction and placement. The study also reveals that language, attitude, ethnicity and religious belief has no significant influence on employee appointment in FMC. The implication of the findings in that FMC still maintains high standard in its recruitment, selection, induction and placement of new employees as organizational norms and values form the bases for employee appointment. It also indicates that employment in FMC to a large extent is devoid of sentiment as language, attitude, ethnicity and religious belief play an inconsequential role in employee appointment in FMC.

RECOMMENDATIONS

Based on the findings, the following recommendations are proffered:

1. To ensure high performance of employee, there should be periodic review of organizational norms and values in line modern standard. This will bring about the appointment of the right people in their appointment process.
2. The result shows that employee appointment in FMC is devoid of religious, ethnic, language and attitudinal influence. This portrays high standard in the appointment process, it is recommended that this practice be strengthen so as the enhance high performance.

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