

## ASSESSMENT TECHNIQUES AND EMPLOYEE QUALITY IN ECOWAS COMMISSION

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### Abstract

*The Economic Community of West African States (ECOWAS) was established in 1975 by the heads of states of the 15 member countries with the major mandate to enhance regional integration within the sub regions and general improvement of the lives of its citizens by promoting trade within the region and ensuring peace and security within the region. The ECOWAS Commission is one of the institutions of ECOWAS and the administrative arm of the institution, is located in Abuja Nigeria. In order to meet its objectives, the institution developed a regional strategic plan which was evaluated after 5 years. The findings of the report mentioned human capacity and funding as the major reasons the objectives are not met. ECOWAS Commission employs people annually for carrying out its objectives. What could be the reasons that the human capacity is not performing to its maximum expectation. There might be major reasons but this research seeks to look at it from the beginning of employee's journey in the organization which starts with the recruitment and selection process. The study therefore seeks to analyse the assessment techniques used for recruitment and selection in ECOWAS and investigate which other assessment techniques that can be included to ensure that only quality employees are recruited into the ECOWAS Commission. The method used for this research was survey method where questionnaires were used to gather data from the staff of the commission, on which assessment techniques will be best, suited for the recruitment and selection process of the Commission. 9 assessment techniques were studied and the respondent staff of the commission opined that 7 of the techniques should be included in the selection processes to ensure that only quality candidates are selected into the commission. For ECOWAS Commission to maximize its recruitment and selection process, other innovative and modern assessment techniques should be included especially in the selection process of management positions.*

**Keywords:** *ECOWAS, Assessment Techniques, Recruitment*

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### INTRODUCTION

The ECOWAS Commission was established to facilitate the socio economic development of 367 million (UN, 2015) citizens of its 15 member states across West Africa. With most member states ranking low on the United Nations Development Programme (UNDP) Human Development Index (UNDP, 2019) which uses

literacy, life expectancy and income as some of its key variables, there is evidence to the fact that the socio economic enhancement aspect of the ECOWAS mandate has not been achieved.

As a people oriented service organisation in Africa, ECOWAS seeks to improve the interest of its citizens by ensuring regional integration, secure trade within the sub regions and maintain political

peace and security. Since its inception, ECOWAS has been working towards achieving its mandates by utilising its resources. In order to enhance its performance, ECOWAS came up with a Regional Strategic plan which draws out their strategies for the years to come and milestones to be achieved with evaluations to be made along the line. The Regional Strategic plan spans over a period of 10 years from 2010 – 2020. An evaluation was made after the first term of the plan which was between 2011 and 2015. An evaluation plan was carried out by a team of independent evaluators. Their findings showed that the basic reasons why the plans were not met were as a result of two main factors namely: funding and the human capacity.

ECOWAS being an equal employer gives opportunity to its citizens to apply and occupy the various positions as necessary. The recruitment process is carried out and the most qualified candidates are selected to fill the positions. When the goals are not met, it gives the impression that the quality of staff is not enough to achieve the set goals. Many factors like motivation might contribute to this but our study is focusing on the entry point of the staff at the commission which starts with the recruitment and selection process.

Applicants respond to the job advert by sending in their applications on the ECOWAS web portal. ECOWAS commission's recruitment and selection is usually outsourced to a recruitment consulting firm. The consulting firm manages the applications till the shortlisting point. The shortlist is conducted jointly by the consultants and members of the recruitment panel as specified in the employee policy manual. After this meeting, candidates are shortlisted for interviews. After the interviews, reference checks are carried out for the successful candidates before they are given the job. This process is used by ECOWAS for all levels of staff in the organisation which includes the different administrative cadre – Director, Professionals and General Staff. This classic trio method might be perfect for the junior level management but for senior management cadre which starts from the Professional up to the director levels, there might be a need to include more

assessment techniques in order to get a well-rounded judgement of the candidates before final decisions can be made.

Authors like Jenkins, Robertson, Smith and Winter in their own opinion states that there are more to recruitment and selection which includes work samples and assessment centres to predict with accuracy the suitability of the applicants to the jobs. Organisations pride themselves in the quality of their talents. The role of employees in an organization cannot be over emphasized as they are the activating force to other factors in the organization's processes. These days, successful organisations pay close attention to the quality of people they employ at all levels. This is because; the success of an organization depends on the human resources (Pulakos, 2005). Most organisations who understand this fact employ various strategies and finances to attract and retain the best talents. One of the basic variables for the success of any organization is its ability to continuously recruit and select the right candidates to perform the right tasks. Organisations who follow this trend achieve their goals more than those who use haphazard recruitment and selection approaches. The quality of staff employed by a company depends on various tangibles like the sources and techniques of acquisition of talents.

Interview as one of the selection techniques had been the most popular technique deployed by organization to ascertain the suitability of a candidate against an advertised job, although in recent times, scientist have come up with more elaborate methods of testing candidates' suitability before hiring them for a job. These modern assessment techniques are carried out using assessment centers. According to Pulakos, assessment centre is a series of work sample tests carried out by a group of expert assessors to assess high level supervisory and managerial competencies using simulation exercises (Pulakos, 2005).

Pulakos work gave a detailed analysis of the different assessment techniques which can be used by organisations for their selection processes. These techniques can either be skill based or task

based. The techniques reviewed in this study are a combination of the skills and task based used for both internal and external selection processes. These assessment techniques include but not limited to the following: Psychometric and personality Tests, Personality Tests, Biographical Data, Role plays, Integrity Tests, Job Knowledge Test, Physical Fitness Tests, Situational Judgment Tests, Physical Ability Tests.

The problem here is that after 40yr of its existence, it can be said that ECOWAS has tried in achieving some of its mandates especially in the area of peace and security, and free movement of people. In comparison to other Regional Economic Bodies in Africa, ECOWAS has recorded success in some of its mandates, however, many other components of its mandate has not been adequately met. ECOWAS in her bid to improve performance has come up with strategic plans to execute and monitor its progress in the attainment of its mandate. One of such plans includes the ECOWAS Regional Strategic plan 2020. An evaluation was carried out after the first tenure of the ten-year plan spanning the period of the first five years 2011 – 2015. Observations made after the evaluation cited funds and human capacity as major setbacks to the achievement of the set goals. Being that ECOWAS recruits almost yearly, one may wonder if the human capacity is not efficiently supplied or the human capacity on ground is not performing efficiently.

The ECOWAS Commission policy on recruitment clearly states that each employee must go through an assessment process which involves the use of interviews as its sole assessment technique. Once a candidate gets recruited into ECOWAS, he cannot be easily dismissed based on non-performance therefore it is very important that more innovative assessment approaches be included in the interview process in order to get the best. Some candidates may do well during interviews alone, but other assessment approaches can help the organization get an all-round proof that the persons chosen especially for the management positions are the most suitable for the organization. On this ground, this research intends

to explore other various assessment techniques which may be applied to improve the quality of employees in ECOWAS commission.

## **OBJECTIVES**

The aim of this paper was to examine which assessment techniques will be best suited for the recruitment and selection process in ECOWAS Commission based on the opinion of its staff members. The specific objectives are to: Examine various assessment techniques suitable for improved organizational performance; Identify the assessment techniques that will improve the quality of employees in ECOWAS Commission; Recommend the preferred assessment techniques for the selection process in ECOWAS Commission.

## **REVIEWS OF RELATED LITERATURE**

### **Assessment Techniques**

Assessment techniques are all the strategies, tools used by an organisation during its recruitment process to select the best candidates (Pulakos, 2005). In other words, the assessment techniques are the major components of the selection process which starts after the recruitment. Most organisations adopt the trio method of assessment but in the recent past, organisations have seen the need to include other assessment techniques to get the best from their recruitment process using assessment centres. Modern assessment techniques are usually carried out using assessment centres. Assessment centers is a series of work sample tests carried out by a group of expert assessors to assess high level supervisory and managerial competencies using simulation exercises (Pulakos, 2005). Assessment centers have gained recognition among organisations as a wide range of activities and tests carried out by organisations for the purpose of selection of candidates during the recruitment process, (British psychological society, 2012). The use of assessment centres came into existence when it became obvious that asking only questions during interviews was not enough to determine the best candidate. Anybody can claim any skill, ability or performance just to impress the interviewer but practical testing of the acclaimed

skills further attests the quality of a candidate even before he resumes work in an organisation. This method of subjecting candidates to practice during the recruitment and selection process was first adopted by the German army for selecting their officers and later adopted by the United States. By 1945, organisations started to apply these assessments in choosing their staff. This came as a result of the fact that organisations have discovered that using only interviews as assessment techniques was not sufficient to determine the quality of a candidate and his future possibility to perform as expected. Organisations make the mistake of using the wrong assessment technique and expect performance.

According to Goud (1984) most times the mistakes are from the managers who are responsible for choosing the type of selection method to be adopted by the organisation. When the mistakes happen, these same managers get surprised. They wonder what went wrong. Even the best selection methods might still have a scope for errors but it is vital to note that the errors are made by humans. It is a common practice by organisations to use the classic trio method which involves candidates filling application form, attending interviews then reference checks. They often employ this traditional method while ignoring the idea of trying out new assessment methods like work simulations, role plays, group exercises, biographical data inventories etc. Each of these techniques involves an advantage and disadvantages, therefore organisations need to do a proper job analysis to ascertain which of them to adopt for its recruitment and selection process.

Miyake (2002) carried out a research on the various assessment methods employed by organisations in 7 European countries and discovered that besides traditional assessment method of interviews, most organisations utilize other new assessment methods like group exercises, work samples and assessment methods. However, he noted that most times, application of the modern methods were not as frequent as the traditional method of interviews. A similar research by Burton (2001) was previously carried out on the

recruitment and selection practices in the US. His study found out from the respondent organisations he used as his sample, that 25 percent of them validate their recruitment and selection practices. His research further concluded that those selection techniques employed by organisations in America which positively affect the quality of employees include assessment centres, work samples, structured and unstructured interviews, and references.

The behavioral characteristics of employees in an organization play a very important role in the success of the organization. Cran (1995) opined that the developments in selection methods have focused on the behavioral characteristics of candidates. An organization that wants to succeed must employ the right persons with the right behavior and attitude. Organisations usually look out for candidates who will fit into their organizational culture. To achieve this, proper assessment methods that include the assessment of a candidate's behavior is vital.

Organisations can combine their traditional classic trio method of selection with other assessment techniques to arrive at better results. Drucker (1999) insisted in his study that organisations should not limit their selection method to just the classic trio traditional method. A combination of tailored selection methods often gives better results. Adopting efficient selection methods best suited to the needs of an organization saves the organization time. Researchers like Ruso et al (1995) believe that the assessment technique employed improves the recruitment process by shortening the time to fill positions and also determines the quality of staff employed. Quality of staff in an organization can drastically be affected by the manner in which the selection process was handled. Poor planning and outlining of selection method can cause an organization to make last minute selection moves which will affect the quality of staff recruited at the long run. For an organization to succeed in its objectives and goals, efficient and effective HR practices must be established. These recruitment and selection

process is part of these HR practices Jovanovic (2004).

Alan Price (2004), in his work emphasized on the effect of selection methods on the competitive advantage of an organization. Organisations have become more competitive therefore to succeed and stay ahead of the fierce competition, organisations must employ candidates who have the potential to create innovations and take the company higher. His findings show that it is the crux of Management to ensure its recruitment and selection practices would particularly shortlist able candidates who are well equipped with the requirements of the job.

### **Psychometric Ability and Personality Test**

Psychometric Ability Tests measure a variety of mental abilities, such as verbal and mathematical ability, reasoning ability and reading comprehension. Psychometric ability tests have been shown to be extremely useful predictors of job performance and thus are used frequently in making selection decisions for many different types of jobs. Muralidhara (2019) Psychometric tests are used to measure the mental capabilities of a candidate and their suitability for a job. These tests are used to measure skills which cannot be seen during the interview processes. Psychometric and personality tests are usually carried out together as they both test the behavioural and mental capacity of the candidates.

Aubrey (2005) carried out a research on the use of psychometric test for recruitment and selection process. He did an assessment of organisations using psychometric test and discovered that majority of the organisations that use the tests are smaller organisations while the large organisation keep using the traditional method of interviews only. He opined that using personality testing in addition to other selection techniques will bring about an effective selection process that influences the quality of candidates selected. Personality tests are usually applied using computer or written format. Research has shown that this technique has been a good performance predictor in candidates. The responses to the questions in this technique reveal the personality

makeup of the candidates and their suitability for the job. Often times, the different aspects of a personality tested include emotional stability, conscientiousness, extraversion, friendliness, ability to adapt to changes.

### **Biographical Data**

Hannah R.R et al, discussed on the use of biographical data for employment selection. She found out that biodata legitimacies are naturally specific to organizations. However, the advantages of generalized bio data is a relevant tool for assessment during employment, figures have shown that the Use of Bio data should be more concurrent when experience on the job is held constant. This revealed that if a reviewer maintained the Use of Bio data he should also note that the use of bio data does not correspond with the level of experience of the employee. She also went further to state that bio data validity are created by individual differences when it comes to job experience. Hannah's work is very relevant to this research as it discussed the use of Bio data for employment but she concluded that the use of Biodata does not validate the level of experience of the employee. However, there is also a gap that this research intends to fill because the author discusses on employment in general but this research looks at ECOWAS as a case study which was lacking in Hannah's paper. (Hannah Etal, 1990)

Biographical data (biodata) inventories, which ask job candidates questions covering their background, personal characteristics or interests, have been shown to be effective predictors of job performance. The idea is that the best predictor of future performance is past performance. Thus, biodata questions focus on assessing how effectively job candidates performed in the past in areas that are identical or highly related to what they will be required to do on the job for which they are being considered. For example, a candidates experience in volunteer organizations he belonged could be used to assess his willingness to volunteer to pitch in and help others. The second item could be used to assess one's responsibility and independence. Biographical inventories consist

of multiple-choice items that are also administered via paper-and-pencil or computer formats.

## Job Knowledge Tests

Palumbo, M. et al, They discussed vehemently on the effect of Job knowledge test based on task performance, they accessed the job knowledge test using the 24 items paper and pencil measure design. The research went further to adopt a multiple-choice framework with five responses for his analysis. The finding of Mark's research showed that job knowledge test have mediated on the relationship between cognitive ability and performance. Therefore, he suggested that the increase prediction is due to the fact that we directly measured job knowledge rather than intellectual ability. However, the research of Mark is very relevant to this research because it dealt very well with the issue of Job knowledge test. But the lacuna this research intends to fill in is that of the use of Job knowledge test in recruitment in ECOWAS to enable to research view job knowledge test as an assessment technique tool. (Mark, 2005)

Job knowledge tests mainly focus on the technical aspects of the job. It tests the knowledge of the candidate at the time of assessment. It doesn't test the candidate's capacity to learn on the job as characterised by the psychometric and personality tests. Knowledge required involves knowledge acquired over a period of time in the given field. Examples are accounting, computer, engineering and other technical related fields. Other job knowledge tests can include licensing and certification. Ability of an applicant to answer these questions goes to show how conversant they are on the job they are searching for.

## In Trays/Basket Tests

Ward (1959) study was carried out on a group of managers and trainees using the in basket test. The purpose of the test was to identify which levels of staff are best suited to be tested using this technique. His findings showed that the management staff was less wordy in their explanations while the trainees were more expressive with words. However, the Managers delegated duties with more control on the

procedures of how the tasks will be accomplished while the trainees delegated tasks with total control on the subordinates. He also observed that the management staff took more time in decision making as they sought for more information while the trainees were outright in decision making. He concluded that in tray basket can be used for the selection of both trainee and management level staff.

In basket test is a means to determine an individual's ability to perform certain management tasks Ward (1959). This type of techniques involves a situation where the candidate is given a variety of tasks usually referred to as in trays or in basket which may include correspondences, phone call, emails, reports etc. to act out a work scenario. This technique strives to ascertain the following skills from the candidate: Decision making, Planning, Time Management, Speed and accuracy, Prioritization, Evaluation of situations, Analysis of data, Leadership. In basket test requires the candidates to make a decision and prioritise his expected work and out them all in writing. This type of test was developed by American testing service in conjunction with the American telephone company. Often times, the assessors engage the candidates in an interview to further understand why they took the steps they took in achieving the given tasks.

## Role plays

Fadilah in her article titled teaching speaking by role play activity. She discussed mainly on the use of role play in communication. She adopted the use of descriptive analysis to disclose her findings. Fadilah findings emphasized that role play is a technique which has the capacity to develop student's fluency especially when it comes to interviews. Her research is very relevant to our research because it discussed the use of role play communication which is very crucial when it comes to a working environment. She went further to disclose that it enables an employer to dictate the communication skills of his employee. But the research did not assess how effective role play will be in an organization like ECOWAS, which is the

thrust of this research. However, this research tends to fill in that lacuna of how it impacts an organization like ECOWAS. (Fadilah, 2016)

Candidates are given a case scenario of possible day to day occurrences at work. The assessors expect the candidates to prepare and present an oral presentation of their response and behavior in response to the question. Most times, assessors who are trained for this skill play the role out while the candidate reacts/responds. The assessor observes and rates the candidates based on their response.

### **Physical Ability Tests**

Physical ability tests are used by organisations to select workers for physically demanding jobs. The test sets out to measure the stamina, physical and muscular capabilities of the candidates. These tests typically require candidates to perform a series of actual job tasks to determine whether or not they can perform the physical requirements of a job. Physical ability tests are often scored on a pass/fail basis. To pass, the complete set of tasks that comprise the test must be properly completed within a specified timeframe.

### **Situational Judgement**

According to Jan Corstjens et al (2017), in his work on Situational Judgment test for selection he stated that Situational Judgment test remains popular among the scientific community as it is knowledge driven because it encourages test developers to increase the situation level of contextualization and fidelity. He went further to disclose that companies that makes use of technologically advanced selection tests also look more appealing to the contemporary. He further concluded that the use of Situation Judgment for entry level selection will be clearer because it gives a demarcation between two perspectives. This research is very relevant to this research because it discussed the relevance in the use of Situational Judgment test and its impact on entry level selection. But the research has a gap in which this research intends to fill in which is that of the use of Situational Judgment test in the selection process of ECOWAS in order to enhance the product of

employees been recruited in other to enable the organization achieve its goals and objectives, which has been problem to the organizations.

This type of test presents the candidates with possible scenarios that can play out on the job with possible reactions to the scenarios presented. The question asked may vary from the best decision to take to the least decision to take. The questions in this technique will present seemingly similar options which might all appear to be the right decision. The test enables the organisation identify candidates who will best fit into their organizational culture through their responses, The situational judgement tests often done manually by writing or via video.

### **Integrity Tests**

According to Paul Barret who authored an article on pre-employment integrity test, he disclosed that among other assessment tools the integrity test tolls is the most significant, this he disclosed when he stated that integrity test is an all inventions within a business environment and it is been subject to explicit qualitative evaluation outcome. He went further to state that the use of integrity test reveals the honesty and integrity of the employee which include construct validity, cut-Score use, Marketing and promotional materials , openness of Evaluation and training issues. However, this research is very significant to this research as it disclose the important of integrity test as a dominant work tool to selection. But this research did not disclose the use of the tool in ECOWAS selection processes, which is the core of this research, (Paul, 2001).

Integrity test are normally used to test the applicants' qualities like honesty, trustworthiness and dependability. Some people believe that the integrity of an applicant might not be easily accessed via a test. Like the other test already discussed, integrity tests are administered using pen and paper or a computer.

### **METHODOLOGY**

Research design specifies how data relating to a research will be collected and analysed. The

research design is a plan which aids the researcher collection and analysis of data for the research work. The design should be tailored to the work on ground in order to be effective. This research adopts a descriptive design as it focuses on analysing which of the assessment techniques will best suit ECOWAS Commission. It also involves the researcher to use surveys and fact-finding enquiries in order to ascertain the opinion of employees on which assessment techniques that will best suit the organisation. The process involves an in depth collection of useful data. (Kothari, 2004; 3-4. The paper adopts the primary and secondary data collection process to provide a robust research work. The primary data adopted include the use of a structured questionnaire to determine the opinion of the staff of the ECOWAS commission on the assessment techniques best suited to improve the quality of staff at the commission.

A structured questionnaire will be used to collect the necessary data as seen in Appendix 1. Also, quantitative research approach adopts the use of numbers and amount to express or analyse data obtained from the respondents. The basic tool/instrument used for collection of data in this

research was structured questionnaire. The questionnaires were administered to the category of respondents covered in the study. According to, Oso and Onen, (2005) they acknowledge that the use of questionnaire is vital for seeking the opinion of respondent and its objective is to gather relevant secondary data for research projects. The questionnaire was developed in relationship to the research objectives. The questionnaire was divided into two important components, namely part A and B. The Part A section contains personal data of the individual, while Part B, relates to the structured questionnaire based on the different selection techniques in consideration. In addition, the questions were based on a five point Linkert-scale of: 1. "Strongly Agree", 2: "Agree", 3: "Neutral", 4: "Disagree", 5. "Strongly Disagree" where respondents were requested to respond to statements based on available options. The questionnaire has a cover page, appealing and persuading respondents on the aim of the research and the data collected will be treated with utmost confidentiality and meant only for research purposes. This process helped get the confidence and willingness of the respondents to respond to the questions raised in the questionnaire.

## RESULTS

### Section A: Socio-Demographic Data of Respondents

**Table 4.1.2: Gender of Respondents**

Valid	Frequency	Valid Cumulative	Frequency %
Female	28	38.89	38.89%
Male	44	61.11	61.11%
<b>Total</b>	<b>72</b>	<b>100</b>	<b>100%</b>

Source: Field Survey, 2019

Table 4.1.2 shows that 61% of the respondents were male while 39% were female. Interpretation: majority of the respondents were male.

**Table 4.1.3: Language of Respondents**

Valid	Frequency	Valid Cumulative	Frequency %
Anglophone	42	58.33	58.33%
Francophone	22	30.56	30.56%
Lusophone	8	11.11	11.11%
<b>Total</b>	<b>72</b>	<b>100</b>	<b>100.00%</b>



**Source: Field Survey, 2019**

Table 4.1.3 shows that 58% of the respondents were Anglophones, 31% were Francophones while 11% were Lusophone. This reveals that majority of the respondents were from the English speaking countries of ECOWAS. This could be for the reason that the scope of the research is Abuja, Nigeria where English is spoken.

**Table 4.1.4: Number of Years of Experience of Respondents in the Organisation**

Valid	Frequency	Valid Cumulative	Frequency %
0 - 5yrs	16	22.22	22.22%
6 - 10yrs	24	33.33	33.33%
11 - 14yrs	20	27.78	27.78%
15yrs+	12	16.67	16.67%
Total	72	100	100.00%

**Source: Survey, 2019**

Table 4.1., shows that 33% of the respondents have been in the organisation for 6 – 10 years, 28% has worked there for 11 – 14 years, 22% have worked for 0 – 5 years while 17% has been in the organisation for 15 years or more. However, majority of the respondents have been in the organisation within a period of 6 to 10 years.

**Table 4.1.5: Administrative Cadre of Respondents**

Valid	Frequency	Valid Cumulative	Frequency %
Professional	40	55.56	55.56%
General	24	33.33	33.33%
Consultant	8	11.11	11.11%
<b>Total</b>	<b>72</b>	<b>100</b>	<b>100.00%</b>

**Source: Field Survey, 2019.**

Table 4.1.5 and graph 4.5 shows that 56% of the respondents were in the middle management cadre known as professionals, 33% were from the lower level cadre known as General while the Consultants were 11%. Majority of the respondents were from the middle management cadre.

**SECTION B: RESPONDENTS OPINION ON THE ASSESSMENT TECHNIQUES**

**Table 4.1.6: Psychometric and Personality Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	40	55.56%
Agree	4	24	33.33%
Neutral	3	2	2.78%
Disagree	2	6	8.33%
Strongly Disagree	1	0	0%
Total	15	72	100.00%

**Source: Field Survey, 2019**

Table 4.1.6 shows that 88.89% of the respondents agreed that inclusion of psychometric and personality test will improve the quality of staff at the ECOWAS Commission, 8.33% disagreed While 2.78% did not answer the question. Majority of the respondents recommended psychometric and personality tests for the selection process in ECOWAS Commission.

**Table 4.1.7: Biographical Data Inventory Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	10	13.89%
Agree	4	30	41.67%
Neutral	3	16	22.22%
Disagree	2	14	19.44%
Strongly Disagree	1	2	2.78%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

Source: Field Survey, 2019

Table 4.1.7 shows that 55.56% of the respondents agreed that biographical data inventory test will improve the quality of staff recruited in ECOWAS Commission, 8.33% disagreed, while 22.22% gave a neutral answer. Majority of the respondents recommended biographical inventory tests for the selection process in ECOWAS Commission.

**Table 4.1.8: In Tray/ Basket Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	36	50%
Agree	4	24	33.33%
Neutral	3	4	5.56%
Disagree	2	6	8.33%
Strongly Disagree	1	2	2.78%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

Source: Field Survey, 2019.

Table 4.1.8 shows that 83.33% of the respondents agreed that In tray/basket tests will improve the quality of staff recruited in ECOWAS Commission, 11.11% disagreed, while 5.56% gave a neutral answer. Majority of the respondents recommended In tray/basket tests for the selection process in ECOWAS Commission.

**Table 4.1.9: Job Knowledge Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	24	33.33%
Agree	4	34	47.22%
Neutral	3	6	8.33%
Disagree	2	4	5.56%
Strongly Disagree	1	4	5.56%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

Source: Field Survey, 2019.

Table 4.1.9 shows that 80.55% of the respondents agreed that job knowledge tests will improve the quality of staff recruited in ECOWAS Commission, 11.12% disagreed, while 8.33% gave a neutral answer. Majority of the respondents recommended job knowledge tests for the selection process in ECOWAS Commission.

**Table 4.1.10: Role Plays**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	20	27.78%
Agree	4	28	38.89%
Neutral	3	14	19.44%
Disagree	2	10	13.89%
Strongly Disagree	1	0	0%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

**Source: Field Survey, 2019.**

Table 4.1.10 shows that 66.67% of the respondents agreed that job role plays will improve the quality of staff recruited in ECOWAS Commission, 33.33% disagreed, while 19.44% gave a neutral answer. Majority of the respondents recommended role plays for the selection process in ECOWAS Commission.

**Table 4.1.11: Physical Ability Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	8	11.11%
Agree	4	10	13.89%
Neutral	3	16	22.22%
Disagree	2	22	30.56%
Strongly Disagree	1	16	22.22%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

**Source: Field Survey, 2019.**

Table 4.10 shows that 25% of the respondents agreed that physical ability tests will improve the quality of staff recruited in ECOWAS Commission, 52.78% disagreed, while 22.22% gave a neutral answer. Majority of the respondents did not recommended physical ability test for the selection process in ECOWAS Commission.

**Table 4.1.12: Analysis Presentation**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	24	33.33%
Agree	4	28	38.89%
Neutral	3	10	13.89%
Disagree	2	10	13.89%
Strongly Disagree	1	0	0%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

**Source: Field Survey, 2019.**

Table 4.1.12 shows that 72.22% of the respondents agreed that Analysis presentation tests will improve the quality of staff recruited in ECOWAS Commission, 13.89% disagreed, while 13.89% gave a neutral answer. Majority of the respondents recommended analysis presentation test for the selection process in ECOWAS Commission.

**Table 4.1.13: Situational Judgement Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	20	27.78%
Agree	4	44	61.11%
Neutral	3	8	11.11%
Disagree	2	0	0%
Strongly Disagree	1	0	0%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

Source: Field Survey, 2019.

Table 4.1.13 shows that 88.89% of the respondents agreed that Situational judgement tests will improve the quality of staff recruited in ECOWAS Commission, 0% disagreed, while 11.11% gave a neutral answer. Majority of the respondents recommended analysis presentation test for the selection process in ECOWAS Commission. No one disagreed on the necessity of this assessment test.

**Table 4.1.14: Integrity Tests**

Response	Scale (X)	Frequency (F)	Percentage
Strongly Agree	5	4	5.56%
Agree	4	9	12.50%
Neutral	3	12	16.67%
Disagree	2	35	48.60%
Strongly Disagree	1	12	16.67%
<b>Total</b>	<b>15</b>	<b>72</b>	<b>100.00%</b>

Source: Field Survey, 2019.

Table 4.1.14 shows that 18.06% of the respondents agreed that Integrity tests will improve the quality of staff recruited in ECOWAS Commission, 65.27% disagreed, while 16.67% gave a neutral answer. Majority of the respondents did not recommend integrity test for the selection process in ECOWAS Commission.

**Table 4.1.15: Summary of Findings**

Assessment Techniques		SA + A	N	D + SD
1	Psychometric Tests	88.89%	2.78%	8.33%
2	Situational Judgments	88.89%	11.11%	0.00%
3	In Trays/ Basket	83.33%	5.56%	11.11%
4	Job Knowledge Test	80.55%	8.33%	11.12%
5	Analysis Presentation	72.22%	13.89%	13.89%
6	Role Plays	66.67%	19.44%	13.89%
7	Biographical Data	55.89%	22.22%	22.22%
8	Physical Ability Test	25.00%	22.22%	52.78%
9	Integrity Tests	18.06%	16.67%	65.27%

The summary table shows that staffs of ECOWAS Commission are of the opinion that 7 out of the 9 assessment techniques will be suitable for the recruitment and selection process in ECOWAS Commission. The 7 techniques are Psychometric Tests, Situational Judgments, In Trays/ Basket, Job

Knowledge Test, Analysis Presentation, Role Plays and Biographical Data. The 2 techniques rejected are Physical Ability Test and Integrity Tests.

## Discussion of Findings

After the surveys, the members of staff preferred that 7 out of the 9 assessment techniques treated should be included into the selection process of ECOWAS. The findings of this study are by some measure in tandem with existing information in the literature that the assessment techniques employed by an organisation has an impact on the quality of employees in the organisation. In order to maintain a competitive edge, organisations should attract and retain the best talents (Armstrong, 2010), who possess skills that cannot be replicated by others (Grant, 1991). Gamage (2014) opined that the recruitment and selection practices used by an organisation will determine who is hired, shapes employee behavior and attitude in the long run. Therefore, a well-designed selection process will identify the most appropriate candidates for the jobs. The use of the proper selection techniques will increase the probability that the right person is chosen to fill a slot.

Rauf (2007) further concurred that sophisticated recruitment and selection procedures are positively related to performance in organizations. Accordingly, Okoh (2005), not just which assessment techniques used by organisations will determine who is hired; using the right techniques will increase the probability of hiring the right persons. Selecting quality people will increase productivity (Osemeke, 2012).

## Conclusion/ Recommendations

Recruitment and selection has been said to involve attracting the right people to do the right job at the right time. In order to achieve this, organisations must employ innovative assessment techniques during the selection process in order to choose the best candidates for the organisation. The assessment techniques used by an organisation affects the quality of

staff in the organisation and affect the productivity of the organisation as a whole. The quality of staff in an organisation depends on the recruitment and selection practices and the effectiveness of the selection process is dependent on the assessment techniques used. From the analysis, inclusion of more innovative assessment techniques will improve the quality of staff attracted and retained in the organisation. The recruitment and selection process has a significant relationship with the ability of the organisation to meet its aims and objectives therefore organisations should employ the best techniques in order to get the best talents.

The study has shown that the assessment techniques employed by an organisation plays a significant role on the quality of staff in the organisation. When the organisation has the best staff, it will achieve its goals faster and maintain a competitive edge in the industry. The recommendations are therefore made to improve the quality of staff recruited into the organisation.

- Cognitive ability and personality of candidates should be tested before final decisions are made on the selection process.
- Situational judgement test should be included especially in the selection process for managerial positions at the commission.
- Including a bucket of tests for management positions can create a clearer picture of the quality of staff selected.
- Candidates' ample knowledge of the job should be ascertained before employment.
- Candidates ability to analyse and present a paper on a topical issue should be tested during the selection process.

- Role plays during the selection process can give a clearer picture of the skills and abilities of a potential employee.
- Biographical data tests can give more information and aid the background check during the selection process.
- ECOWAS Commission should consider extending the selection process to achieve a thorough assessment of candidates before handing delicate positions to them.

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