

**THE EFFECT OF RECRUITMENT AND SELECTION EXERCISE ON
EMPLOYEES' PERFORMANCE (A CASE STUDY OF DEPOSIT MONEY
BANK IN EDO AND DELTA STATE SOUTH SOUTH NIGERIA)**



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UNIVERSITY OF BENIN
BENIN CITY**

DECEMBER, 2022

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BY

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF INDUSTRIAL
RELATIONS AND PERSONNEL MANAGEMENT, FACULTY OF
MANAGEMENT SCIENCES**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF BACHELOR OF SCIENCE (B.SC) IN INDUSTRIAL RELATIONS AND
PERSONNEL MANAGEMENT IN UNIVERSITY OF BENIN, BENIN CITY**

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DECLARATION

I, **Ezewuzie Jennifer Onyinyechukwu**, do hereby declare that this project has been written by me and that it is entirely my own work and composition. The work has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree, to the best of my knowledge. All sources of information collected and materials used have been duly acknowledged by means of reference.

Ezewuzie Jennifer Onyinyechukwu
Researcher

Date

CERTIFICATION

We certify that the research was carried out by **Ezewuzie Jennifer Onyinyechukwu** in the Department of Industrial Relations and Personnel Management and that the work is adequate in scope and qualify for the requirements for the award of B.Sc Honours in Industrial Relations and Personnel Management.

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DEDICATION

I am dedicating this project to Almighty God, the creator of all things on earth, who was with me all through my years of study in the great University of Benin.

Also I am dedicating this work to my parents Chief & Lolo Titus Ezewuzie whose unending love, care, support and encouragement have given me the zeal to keep moving.

You are one in a million I will continue to make you proud.

Also to my partner Amadi Desmond who made sure I never lacked anything, financially, morally and spiritually.

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ABSTRACT

This study was carried out to examine the effect of recruitment and selection exercise on employees' performance. In order to actualize the objectives of the study, various literature and theoretical issues were discussed. The instrument used for the purpose of this research was the primary research instrument (questionnaire). The mass of information generated from the questionnaires was summarized in form of table and analyzed using frequency, simple percentage, mean, regression techniques. The researcher administered one hundred and fifty (150) questionnaires to respondents, out of which same number (150) were retrieved for the purpose of presenting and analyzing responses to issues raised in the questionnaires. The Statistical Package for Social Sciences (SPSS, Version 24.0) was employed to empirically examine the relationship. The findings from the analysis revealed among other things that; The study showed that there is a positive and a significant relationship between job satisfactions and employee's performance, the study also revealed that there is a positive and a significant relationship between employee competency and employee's performance. and so on. The study recommends amongst others Jobs should be well described and analysed to selected candidates to aid performance. Refresher courses should be organized for employees for them to be abreast with trends in the ever-growing market.: among others.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Workplace performance can be enhanced by a suitable work environment and competent employees. According to Noe, Hollenbeck and Gerhart and Wright (2017), performance of any organization is highly dependent on employee recruited. As clarified by Opatha (2010), recruitment is the way toward finding and pulling in appropriately qualified individuals to apply for work opportunities in an association or organization. It is an arrangement of exercises an organization uses to pull in work competitors who have the required capacities and mentalities. Recruitment is the way toward producing a pool of qualified candidates for hierarchical employment opportunities. Recruitment and Selection often plays critical role in dictating how organizations performed. It is imperative to understand that recruitment and selection also have critical roles in protecting employee performance which aftermath leads to positive organizational outcomes. The selection of employee occurs not just to change the outgoing workforce or to add to a workforce, but its major goal is to get in the staff that can perform at a high level, and those who can demonstrate commitment (Ballantyne, 2009). Both recruitment and selection are used interchangeably, though they are related, it is important to know that they are different

Recruitment is of two types which includes internal and external recruitment. Internal Recruitment is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees. According Prachi (2015), internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. But a drawback of internal recruitment is that it refrains the organization from new blood. Also, not all the manpower requirements can be met through internal recruitment. Hiring from outside has to be done.

External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, referrals and recommendations etc. The recruitment is the main function of HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association. Recruitment is the process of discovering and catching qualified or appropriate applicant to fill the vacant position (Anwar & Abdullah, 2021). Recruitment process includes a systematic procedure from sourcing the candidates to orchestrating and leading the interviews and requires numerous resources and time. Selection is a process of evaluating and interviewing candidates for a particular job and selecting the right person for the right

position. Selection is a process of hiring suitable people for job who can successfully perform the job (Prabhu et al. 2020). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses should not afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011). Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies (Ofori and Aryeetey, 2011). Other key important factors that plays importance role in performance includes job analysis, job specification, job rotation and performance appraisal.

According to Prachi (2015), Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity. Job analysis involves collecting and recording job-related data such as knowledge and skills required to perform a job, duties and responsibilities involved, education qualifications and experience required and physical and emotional characteristics required to perform a job in a desired manner. The main purposes of conducting a job analysis process is to use this particular information to create a right fit between job and employee, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an employee delivering that specific job (Prachi, 2015).

For job rotation, Adjei (2012) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. It contributes majorly to the personal development of employees, which increases the level of job satisfaction and job involvement among the employees (Casad, 2012). (Algrani2011) revealed that job rotation and performance have positively strong relation among managerial staff. Employee performance is pivotal to all business enterprises in both developed and developing economies. In the development of human resources, the performance of an employee is needed to achieve employee performance itself and also for the success of the organization, therefore, improving the performance of these employees is not only of benefits to the organization but also for the employees themselves because with good performance, organizations can achieve better level of employee career development (Siahaan, Gultom, & Lumbanraja, 2016). An effective recruitment and selection process can ensure that an institution hires the right candidate for a particular job or role.

Evidence has shown that larger corporations are more likely into implementing sophisticated recruitment processes (Bacon & Hoque, 2005) while majority of smaller organizations relying on recommendations and advertising as their recruitment practices of choice (Barber, et al, 1999). The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of

applicants attracted because organization is going to select employees from those who were attracted. On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010; Ofori & Aryeetey, 2011). Consequently, the general point of recruitment and selection inside the organization is to get the number and nature of representatives that are required to fulfil the vital targets of the organization, at negligible cost (Ofori & Aryeetey, 2011).

Service based firms like the banking require human resources as constituting the most important factor of service delivery. The importance of the human asset is further underscored by its strategic nature given that decision and utilization of other factors of production are taken by personnel of a business concern (Cole, 2005). Thus, human activities within the organization in terms of the qualities of decisions made, risk-taking, innovation and initiatives will have direct impact on the performance of the organization. The centrality of the human factor of an organization therefore necessitates that the process of its acquisition be well-managed to ensure achievement of desired objective of personnel performance. Perhaps two important and early stages of the human resource process which have attracted little attention are recruitment and selection (Elsaid, 2013).

In Nigeria, like many other African countries, where there is high rate of unemployment and people are willing to accept job offers that may not relate to their field of specialization but to just earn a living, it becomes important for organizations to use

scientific processes. The Nigerian banking industry following the Central Bank of Nigeria interventions and reforms have witnessed growth. This growth also necessitated increase in the number of branches and branch network of the surviving deposit money banks and attendant need for more employees to occupy new positions thrown up by the increased branch network (Ejifor, 2019). The scenario meant that the banks needed to put in place mechanism for attracting the right caliber of people to join its workforce. In response to this demand, many banks had resorted to use of external contractors to outsource certain human resource functions to (particularly recruitment and selection process). While this is the common practice for entry level staff, the same cannot be said of experienced and managerial level cadre where use of referrals is gaining weight.

Recruiting employees, especially in the Nigerian industry can be a very costly exercise. This is partly because deposit money banks in Nigeria are large organizations with wide spread of branch networks, thus requiring large pool of employees centrally recruited and selected. When the right people are employed for the job, they produce good results and also tend to stay with the organization longer. The performance of banking sectors which is recently nick named the real sector in Nigeria has been poor, it has witnessed relatively low performance when compares to their counterpart in other developing nations like Nigeria. The recent retrenchment of workers across many manufacturing industries and the death of many newly introduced products in Nigeria are the evidence of poor performance. The above problem motivated the researcher to examine the impact of recruitment and selection strategy on the employee performance in the real sector

according to Richardson (2011) the job market becomes increasingly more competitive and the available skills become more diverse, recruiters should be more selective in their choices. This is because poor recruiting decisions can produce long-term negative effects. The effects are high training expenses to reduce poor performance and high turnover within the institution which in turn impacts on staff morale (Richardson, 2011). Consequently, this process should be done properly so that organizational productivity can improve which requires that appropriate recruitment and selection tools or techniques be utilized in order to hire suitable candidates for the job.

1.2 Statement of the problem

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. Recruitment and selection are key elements of human asset administration for a business organization. Adeyemi, Dumade and Fadare (2015) assess the influence of recruitment and selection on organizational performance. The study was to find out the recruitment and selection policy or practice, the effect of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development. The results indicated that, advertising of job vacancies to the general public, use of employment agent(s) and

employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance. Jonathan, Moses and Willis (2012) studied recruitment and selection on the performance of SMEs in Kisumu Municipality, Kenya. Recruitment and selection account for 40.8% of the total variance in the performance of SMEs. The study concludes that recruitment and selection have a significant on the performance of SMEs in Kisumu Municipality. Adam, Stella, Szumbah and Agasa (2016) examine the effect of recruitment and selection on the performance of public water utilities in Tanzania. The results revealed a statistically significant relationship between recruitment and selection on the performance of public water utilities. All these study had their shortfalls as the study revealed that the recruitment and selection process is also characterized by lots of challenges. Some this challenges wasn't properly spelt out, but however this present study will be helpful in filling these gaps. Looking at the develop countries, In a study on recruitment and selection by Papa and Yishan (2012), Human resources management frameworks provide strategic direction for managing and developing human resources at each organization in line with organizational needs and challenges, and steer recruitment practices that are efficient and effective in attracting and selecting competent candidates with the diverse profiles needed..

Today's organizations have been characterized with increase in the rate of ineffectiveness of the employees as well as the failure, closure and poor organizational performance due

to low productivity of employees. Despite the conflict between the stakeholders and the employees, employees have critical roles to play in ensuring the organizations achieve the major goals and objectives that they seek. The performance of deposit money banks in Nigeria has not been excellent as compared to what is obtainable in American and Europe. It has witnessed relatively low and sometimes questionable performance when compares to their counterpart in other developing nations. The consistent retrenchment of workers and the utilization of contract engagement by these organizations are the evidence of poor performance. The above problem motivated the researcher to examine recruitment and selection exercise on organizational performance deposit money banks in Nigeria

1.3 Research Questions

The following research questions were raise to guide the study

1. To what extent is the effect of job satisfaction on organizational performance?
2. To what extent is the effect of employee competency on organizational performance?
3. To what extent is the effect of job analysis on organizational performance?
4. To what extent is the effect of performance evaluation on organizational performance.

1.4 Objectives of the Study

The main objectives of this research study is to examine the effect of recruitment and selection exercise on employees' performance (A case study of deposit money banks in Edo and Delta state). The specific objectives of this study is to:

1. To examine the effect of job satisfaction on organizational performance.
2. To investigate the effect of employee competency on organizational performance.
3. To ascertain the effect of job analysis on organizational performance
4. To explore the effect of performance evaluation on organizational performance.

1.5 Research Hypotheses

The following research hypotheses were stated in the null form to ascertain the dimension of recruitment and selection exercise on organizational performance

Ho1: There is no significant relationship between job satisfactions and organizational performance.

Ho2: There is no significant relationship between employee competencies and organizational performance.

Ho3: There is no significant relationship between job analyses and organizational performance.

Ho4: There is no significant relationship between performance evaluation and organizational performance.

1.6. Significance of the Study

The study will examine recruitment and selection exercise on organizational performance in deposit money banks.

To organizations/management - This study will sharpen the front end of recruitment and selection into deposit organizations. The importance of this study lies in exploring methods that can help organizations to achieve their strategic goals. The greatest challenge facing organizations now to achieve their goals and maintain survival and continuity in a sharp competitive environment is the possession of human capital who has the ability and willingness to work in effective manner and who can provide innovative ideas to keep the organization safe from competitors. Hence, business world is witnessing now a race between organizations, whether local or global, to acquire the talent, skills, and distinctive competencies required from the human resource departments in various sectors to search seriously for such people.

To individuals and the general public- It should help to educate the public about the activities of recruitment and selection exercise as well as how to be ready for employment opportunities in Nigerian.

To students and future researchers - The study will help educate students and also serve as a guide to future researchers researching on similar topics.

1.7. Scope and Justification of the Study

The study will examine recruitment and selection exercise on organizational performance.

And will be limited to deposit money banks in Edo and Delta state.

1.8 Operational Terms

Recruitment: This is the process of searching for prospective employee and stimulating them to apply for jobs in the organization.

Selection: It is the process by which an organization chooses from a list of prospective applicants attracted by the recruitment exercise in which candidates who best meet the selection criteria for the position advertised are selected.

Workplace- A workplace is a location where someone works for their employer or themselves, a place of employment.

Job analysis- Job analysis is the process of studying a job to determine which activities and responsibilities it includes, its relative importance to other jobs, the qualifications necessary for performance of the job and the conditions under which the work is performed

Employees' competency- The combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.

Performance Evaluation - performance evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses a review of related and relevant literature on recruitment and selection exercise and employees' performance. The chapter is arranged starting with an in-depth review of the concept of recruitment, selection and employees' performance, theoretical framework on the study under review, empirical review and the conceptual framework of the study.

2.1 Concept of Recruitment and Selection

Recruitment is the process of discovering or selecting and hiring or best qualified candidate from inside or the process by which organizations locate and attract individuals to fill job vacancies (Anwar & Surarchith, 2015). The chartered institute of personnel management of Nigeria (CIPM) in 2007 defined recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist. Recruitment is defined as a set of activities for an organization to catch the attention of job applicants that have the abilities needed

to help the organization achieve its objectives and goals (Othman et al. 2019). The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the association (Khan & Abdullah, 2019). Also, the HR department responsible to find the right person or best qualified candidate for the post an organization needs (Othman et al. 2019). According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. El-Kot and Leat (2008) observation are that recruitment begins with advertising existing vacancies. Recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse on its profitability and inappropriate levels of staffing or skills (Soliman, 2000). According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain an adequate number of qualified applicants at the right place and time to enable the applicant and the organization selects each other for their optimum interest. The chartered institute of personnel management of Nigeria (CIPM) in 2007 defined recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist. Jovanovic (2004) noted

that recruitment is a process of attracting a great pool of high-quality applicants to select the best candidate among them. According to Niles (2013), recruitment is an organizations process of attracting applicants to jobs in an institution. Ofori and Aryeetey (2011) also define recruitment as the process of generating a pool of capable people to apply for employment in an institution. Jovanovic (2004) noted that recruitment is a process of attracting a great pool of high-quality applicants' to select the best candidate among them. According to Niles (2013), recruitment is an organisations process of attracting applicants to jobs in an institution. Ofori and Aryeetey (2011) also define recruitment as the process of generating a pool of capable people to apply for employment in an institution. Recruitment can come from internal and external sources.

2.1.2 Selection

According to Mondy (2010) selection is the process of indicating from a group of applicants those individuals best appropriate for a particular position in an organization”. Whereas the recruitment process is aligned to inspire individuals to seek employment with the organization, the selection process is to identify and employ the best qualified and apt individuals for specific job positions. Selection is the second step in the process of man power planning and acquisition. It is the process of choosing the appropriate candidate that matches the job requirements in the organization. Selection process in large organizations may be lengthy and will be wider for manufacturing organizations and differs from one industry to other depending on the task and competitiveness of the industry. The end result of every selection process is divided into two classes as selected

and not selected while the selected will move ahead for placement the later will be rejected. Neeraj (2012) defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires". Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012). The essentials and Prerequisites for Selection include picking individuals possessing relevant qualifications, matching job requirements with the profile of the candidates, using a multiple tools and techniques to find the most suitable candidate who is the most suitable of achieving success on the job.. Traditionally, it was implicit that organization could pick amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants become the main concern amongst employers (Branine, 2008). With the oversupply of applicants (Nzukuma & Bussin, 2011), it can be expected that employers would be very cautious before selecting the best fit for the job. The Employer's decisions about the selection of employees is central to the maneuver of organizations and to series of outcomes that matters to individuals, organizations and society are all dependent on the above. Additionally, recruitment is a positive process i.e. encouraging more and more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidates. Recruitment also, is concerned with tapping the sources of human resources whereas selection is concerned with selecting the most suitable candidate

through various interviews and tests, and finally, there is no contract of recruitment established in recruitment whereas selection results in a contract of service between the employer and the selected employee. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities, Wanous, J. P (1992) .

2.1.3 Methods of Recruitment

According to Anwar & Qadir, (2017), in the recruitment process there are a several types of methods but which are narrow to two main methods which are:

Internal recruitment Internal recruitment is cost efficient, to support employee satisfaction and moral. Spend some time in the recruitment or Encourage current employees before looking outside the company for talent (Abdullah &Rahman, 2015). Nothing is more disappointing the employee, who works hard to get promoted, to see someone new take over the position Deserved or desired (Demir et al. 2020). Promote within the organization involves less training and transition (Abdullah, 2019). Human resource planning to Internal recruiting because it is faster and easier to find needed employees when you planning to fill a vacant position on time and managers improve their decision making in the recruitment process using other choices (Ali &Anwar, 2021).

On internal recruitment some methods would use which is (job bidding and job posting and Employee references) (Ali, 2021).

- **Job bidding and job posting:** the process for notifying the company employees that a job opening exists is called a Job posting. • authorize individuals to apply for a posted job, who presume that they possess the required qualifications, is done through Job bidding technique.
- **Employee references:** May give you phenomenal prospects for the current suggested employees • Current employees will waver to set down average capacity candidates.

External recruitment: in external recruitment, competent competitors are included to apply for job position. This Source is generally used to make recruitment for passage level occupations and skilled employments (Khan & Abdullah, 2019). Or recruiting candidates from outsourcing agencies etc. are called as external sources of recruitment (Anwar & Abdullah, 2021). External recruitment in some case it is useful and beneficially like bringing new candidates it brings new skills and new idea for your company but in some case, it has disadvantage like less experiencing because new employee will take too much time to learn rules and points on their job (Anwar & Abdullah, 2021). According to Prabhu et al. (2020), some company recommend external recruiting because external employee they don't think too much like an existing employee.

Formal According to Abdullah & Afshar, (2019), in order to maintain organizational ability and sustain competitive advantage this will depend on the ability of the organization to attract and retain individuals with skills needed to give the organization a competitive edge'(Abdullah & Rahman,2015). The use of formal recruitment techniques could be considered the better option here as, opposed to informal recruitment, the organization can attract a wider variety of candidates giving them a considerably greater talent pool to choose from (Ali et al. 2021). 'Formal recruitment methods have a great impact in attracting a larger pool of applicants (Abdullah, 2018).

Informal One of the commonly approach to recruiting is the use of informal methods such as the word-of-mouth and speculative candidates. According to Saleh et al. (2021), 'Informal recruitment methods are highly associated with smaller organizations and provide potential applicants with accurate and detailed information about the organization and the job' (Faraj et al. 2021). According to Abdullah &Othman, (2016), research strongly recommends that informal recruitment methods achieve a better selection of well qualified candidates than formal methods (Abdullah &Othman, 2021).

2.1.4 Merit-Based Recruitment

Merit is known as a single characteristic. The characteristic of the entire society is called Meritocracy (McNamee & Miller, 2009). Consequently, the Meritocracy system is a social system where an individual's Proportion is identified based on procedures and skills. And this can be run with the help of the Merit system. McCrudden (1998) come

across five different concepts of Merit-system. The very first concept is known as fair-minded; no preferential treatment. The second concept is matter of fact; the model requires potential needs to achieve goals that generally valuable to society. The third concept is Merit related with Strick Job or importance; this requires a close fit between the tools and objectives to be achieved. The fourth concept is Merit as skills and procedures in particular to job-related outcomes. This also anticipated to select an extensive view concerning the job elements (Setyowati, 2016). This system requires a person to be evaluated based on the ability to demonstrate knowledge, skills, and abilities (KSA). When the government agencies open for job vacancies, each position list out the requirements such as specific background, education, knowledge, skills, and abilities (Moon & Hwang, 2013).

2.2 Employees' Performance

According to Razak and Ramlan (2018), Performance is the quality and quantity of work derived by an employee in executing his function in agreement with the responsibilities specified to him. Al Mehrzi and Singh, (2016) opined performance is the result or level of success of an individual as a whole during a certain period in carrying out tasks compared to different possibilities, such as work standards, targets or targets or prearranged criteria that have been mutually agreed upon. In addition, Yang et al., (2016) state that performance is basically what employee do or do not do. Performance management is the whole activity carried out to advance the performance of a company

or organization, including the performance of each individual and work group in the company. Cole and Kelly (2011), describe performance management as a constant process of enhancing the performance of individuals, aligning actual performance with desired (and strategic goals of the organization) by several means such as standard setting, assessment and evaluation.

According to Patiraja and Bhau (2017), employee performance is the extent to which an employee accomplishes the task that made up his or her job. Employee performance can also be defined as the job relevant activities anticipated from an employee and how well such activities are executed (Calvin, 2017). Performance is not only related to the actions but also involves the judgment and evaluation process (Ilgen & Schneider, 1991). The activities that can be examined and measurable are reflected as performance (Campbell, 1993). Organizations need highly performing employees so that the organization can meet their goals and can achieve a competitive advantage (Frese, 2002). Performance is associated with the quantity of output, quality of output, timeliness of output, presence or attendance on the job, the efficiency of the work completed and the effectiveness of work completed (Mathis et al 2009). It is the standard to which someone does something such as a job or examination. Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed (Business Dictionary, 2010). Performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. According to Gibson (1990) performance is measured in terms of productivity, job satisfaction, turnover, and

absenteeism. Outcome aspects of performance depend also on factors other than the individual's behaviour. For example, imagine a teacher who delivers a perfect reading lesson (behavioural aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Performance refers to an individual's proficiency with which he or she performs activities that contribute to the organization's technical core (Campbell et al., 1993). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research, and public relations. All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job which in turn determines organizational performance Keller and Price (2012) in their study found that the organizational performance is what an enterprise delivers to stake holders in financial and operational terms. It is evaluated through such measures as net operating profit, return on capital employed, total returns to shareholders, net operating costs, and stock returns. Ngozi and Obianju (2015) see employee performance as decomposed use of employee commitment, meeting, deadlines, achievements, product/job quality, responsibility, operational efficiency, positive attitude to work, excellent customer service, seldom dismissal, job satisfaction, increased performance, less employment control, growth, low turnover of abilities, and harmonious working relationships among others. Shahzadi and

Javed (2014) opined that employee performance includes quality, quantity of outputs, and presence in work, facilitative nature, usefulness and timing of production According to Armstrong (2009), employee performance is an interaction between capacity and motivation. It can be promoted through conscious choice, training, and various incentives (financial and non-financial rewards) to increase motivation. Human resource practices such as employment security, selective recruitment, training, self-managed teams, performance-related higher compensation, reduced status barriers between managers and workers, exchange of information, employee participation ownership programmes, and investment in building workers' skills enhance staff performance.

2.3.2 Measurement of Employee Performance

Performance measurement is the process of determining the efficiency and effectiveness of past actions (Stefan, 2011). In other words, measuring tangible performance is the process of measuring the extent to which organizations run against their targets and the value they generate for stakeholders. Kazna and Gumus (2013) further stated that the goal of measuring performance is to increase employee motivation, save time and quick reactions, provide equal opportunities, and support and help employees improve themselves. According to Kurt (2014), there are seven measurements of employee performance and these are:

- i **Carry out a client Survey:** The consequences of poor employee performance will eventually be reflected in customer service. A client survey can quickly identify

- issues with individuals. A positive answer means that work performance meets or exceeds expectations.
- ii **Observe personal habits:** Perpetual bad habits can diminish employee performance. This may include giving up official gossip, taking unauthorized vacations, disruptive behavior, and using computers for personal reasons (such as social media, shopping online). To prevent these from being adopted by their co-workers, you need to be clear about what is acceptable in your business and issue a proper code of conduct.
 - iii **Punctuality:** Employees who regularly arrive for work or are frequently absent from the office is unlikely to meet its work goals. The basic question here needs to be addressed- have they received the appropriate training? Do they get along with their colleagues and manager? Questions with accuracy mean that an employee is not doing his or her full potential and a negative attitude can affect their colleagues.
 - iv **Carry out random checks:** Depending on the nature of your business, consider performing random checks against quality standards. This may include reviewing phone calls and checking records. Although your employees are aware of this policy, the random nature of checks can motivate staff to work consistently.
 - v **Quality of work:** Timely completion of projects to the desired standard is a key indicator for measuring employee performance. Is the work carried out on average or part time? Do they give maximum effort on projects? Does their attitude affect their ability to meet your expectations? Do they understand their performance goals?

Answering these questions will help you understand the root causes of all the problems.

- vi **Check their attitude:** A bad attitude will often manifest in reckless behavior. Again, this indicates an individual who is unlikely to meet performance goals. These employees typically do not comply with company policies and are likely to show disrespect to your company and associates.

- vii **Review personal presentation:** Most companies have a professional dress code that is suitable for the business and company culture. Employees who do not live up to the expectations and present a tattered or careless appearance reflect poor on the image. It is also likely that their performance will not meet the expectations. Employee appraisal should be conducted on a permanent basis, covering all areas of their work ethic and individual success. Keep in mind that poor performance or negative behavior can be a symptom of a basic problem with your organizations culture, so make a plan to address any issue you discover

2.3.3 Job Satisfaction

Amburgey, (2005) opined that job satisfaction is a significant aspect of success in any organization. Job satisfaction reflects the relative feelings, objective thoughts, and behavioral intentions of employees in an organization that help predict employee behavior (Brown et al., 2013). Therefore, Job satisfaction can be used as part of evaluations that lead to planning for organizational improvement by presenting results

from past strategies and future projections of employees. Pleased and motivated employees will guarantee the organization's long term success and it is believed that job satisfaction by all employees in any organization is directly related to their level of motivation (Hee et al., 2019). Research shows that employees with higher levels of job satisfaction are physically and mentally fit, but those who are dissatisfied with their job are often disappointed and pessimistic. Job satisfaction is one of the most important variables in the field of organizational behavior because each organization has specific goals that constitute the existential philosophy of that organization. Overall, job satisfaction is one of the most challenging organizational concepts and the basis of many management strategies to increase organizational productivity and efficiency (Arifin, 2015). Studying job satisfaction has two important aspects: First, it is a human aspect that deserves to be treated fairly and respectfully by employees. And second, the behavioral dimension that attention to job satisfaction can guide employees' behavior in a way that affects their organizational performance and duties and their performance.

2.3.4 Employee Competence

According to Agoes and Estralita (2013), competence is defined as the ability and skill to perform a job or career. This suggests that the more professional a worker is, the better it is for employee growth; conversely, the less competent an employee is, the less human resources there would be. Human resources are one of the most critical things in an organization. This is understandable because any human resource in an organization can

decide the achievement of organizational goals in the future. It will not meet organizational goals optimally if the human resources are unable to collaborate and are not focused on competent competencies in carrying out the activities that fall under their purview. Competence can improve a person's job performance. The more often the same work is performed, the more professional and quicker the work is. Because of the vast amount of work that has been completed, someone will have a lot of work experience, which will encourage his work to increase. The work that an individual or group of people can accomplish is referred to as performance. It can see one aspect of an employee's success in the employee's degree of discipline. Motivation, abilities, and job expectations all influence performance (Gani et al., 2019; Sahabuddin et al., 2019). The recording of results obtained from a specific job function or operation over a particular period is known as output. The mechanism by which an organization determines or assesses its employees' job performance is known as performance (Mustafa et al., 2020; Usman et al., 2020). Performance is a work outcome that an individual or group of people in an organization may obtain to achieve organizational goals over some time. Companies have recently focused on assessing people's success. The appraisal considers everyone's responsibility. On the other hand, companies seldom understand how to transform people's success into organizational performance, which eventually drives employee performance. Culture is the missing link. Companies can better understand and develop performance-driven organizations by realizing how their community influences the performance of those on the front lines. A person's success in carrying out a job is

described as a performance limitation. A job outcome that can be accomplished by an individual or group of people in an organization in compliance with their respective authorities and obligations, to achieve the objectives of the organization concerned lawfully, not breach the law and is following morals or ethics, is referred to as performance.

2.3.5 Performance Evaluation

Performance evaluation is an organized, formalized, systematic process of assessing job related strengths and weaknesses of an individual appraise with the ultimate aim that if he performs well such strengths are encouraged and reinforced and if he performs marginally his work habits can easily be identified and redirected in a manner conducive to the set objectives of the organization (Udeze, 2015). Appraisals are criterion variables that measure job performance of employees at a particular period; a job is a collection of tasks. It is a process whereby an appraiser objectively communicates to an appraise how he or she is performing the job in order to establish a plan of improvement through training and development, counseling, mentoring, retraining, or other remedial measures. Performance or productivity in this context refers to the degree of accomplishment of the

tasks that make the employee's job. According to Udeze (2015) performance appraisal is about evaluating the employee's contribution to the productivity objectives of organizations. The issues of employee productivity and the need to evaluate them have always been a matter of prime concern to management and even to the employee. This is so because the employee needs a feedback on his output in the organization for a particular period. By supervising employee's daily performance on the job, management is in a better position to appraise performance and provide feedback.

2.3.6. Job Analysis

Companies that regularly conduct job analysis possess a much better knowledge of their strengths and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behavior (Clifford, 1994). Brannick and Levine (2002) defined the job analysis as an organized process whereby nature of a job is discovered. Job or task is divided into smaller units. Job analysis has a vital for every organization. Sanchez and Levine discussed in 2000 that erroneous practice of the job analysis may affect other HR activities based on it. Bowin & Harvey (2001) stressed the significance of job analysis as a strategic HRM practice linked with the employee performance. Desslar, (2003) recommended that with the recognition of the Human Resource–Performance linkage, organizations vigorously adopting job analysis as a human resource strategy were likely to grow more and put on aggressive benefits.

2.4 Cultural Factors Influencing Recruitment and Selection Process in Nigeria

Recruitment and selection in different organization and mostly in the Nigerian civil service are weighed down by certain cultural factors that affect and violate meritocracy. The cultural assumptions examined here seem to primarily affect recruitment, selection and appraisal. According to Okolo, (2012) the following are the cultural factors that influence personnel recruitment and selection among organizations in Nigeria.

Ethnicity/tribe: The public service is an important organ of government, hence it staff of great interest to stakeholders in the society. During recruitment and selection of applicants into vacant positions in an organization. Their tribe and ethnic group tends to influence the recruitment and selection process because when the recruiter comes from an ethnic/tribe in the country (e.g. North/Hausa,he/she will be bias an favor those from his/her ethnic/tribe group in the process of selection thereby lacking merit. This is against the idea of max weber's model of bureaucracy in which civil servants and non-civil servants alike should be selected purely on the basis of merit. (Mukoro, 2005).

Religion: The place of worship one attends also has a great influence in the recruitment and selection of personnel into vacant positions among organizations. (Christianity and Islam) and among the Christian religion, there are subdivisions which includes catholic, orthodox and Pentecostal group. Most recruitment process as part of their fraternity and to encourage continued membership, and it is also being preached that those seeking employment should come to their church (es) and they will be provided with work within a merit.

Corruption: This is the act of giving bribe (a huge sum of money/sex) depending on the sex of the applicant; such giver(s) may be favored and eventually employed into the organization. Every efforts made to curb the act has yielded no results as the unemployment situation in the country keep rising and applicants are desperate by the

days so as to contend life challenges. This also have killed meritocracy and frustrate qualified applicants in their search for a befitting job.

Quota System: The objectives of the Federal Character Commission of Nigeria reflects the following:- To foster a sense of belonging among all Nigerians- Ensure equitable sharing of positions in the public service without sacrificing merit.- Fair distribution of socio-economics amenities.,- To foster even development and promote national unity as well as command national loyalty. But operationally, it has sacrifice merit and excellent at the altar of quota systems.

Collective Beliefs: This selects employees that fit the work group conformity and loyalty, to appraise and promote employees. Likewise, the general belief within an environment tends to affect the recruitment and selection process when other recruitments stick to it.

Gender Differences: Most recruitment exercise emphasizes gender differences especially in the banking sector when the recruiter tend to favor the feminine among applicants. The purpose of training and performance appraisal in masculine cultures is to stress performance on specific tasks as well as to help people achieve feminine cultures tends to emphasize the ability to work with others and service to the organization in recruitment, training and appraisal of employees because they value processes as much as results. Masculine cultures rewards results, whereas feminine cultures reward processes or how the results are achieved as well.

Power Distances (PD): This factor is mostly used in training and promotion to already existing employees in the organization. High power distance cultures emphasize on status where in clerical jobs and managerial jobs are higher in status than non-managerial jobs in such cultures one's boss determines one's training needs. Training is conducted to convey specific skills and the trainers have higher status in the training situation so she/he lectures primarily. High PD cultures have wider salary gaps between organizational levels to reflect the higher status of those in higher jobs. Low PD culture minimize status differences, so they view clerical and blue collar jobs as equal and salary gaps between organizational levels are not as large.

Uncertainty Avoidance (UA): High UA culture, fear the unknown and tend to be more suspicious of foreigners who are unknown to them and are more reticent in recruiting and selecting persons having a different cultural background. Training is geared towards developing specialist in light UA cultures because having experts helps reduce uncertainty. High uncertainty avoidance cultures value security s they emphasized appraisals and in promoting people. Low uncertainty, avoidance cultures rely on merit and task performance for appraisals and promotion because they value risks over securing

Employment Requirement: This refers to the ability and qualifications that are required of recruitment. A good recruiter should know which requirements are absolutely necessary and which are merely desirable where the requirement are low, there is the tendency that the recruits that will be attractive to the organization will turn out to be

incompetent on the other hand, the recruitment are unrealistic high, it will lead to unnecessary costs.

Corporate Image: What people think about an organization or the impression they have, goes a long way to determine the image of the company. It is mainly a function of what it does and whether it is perceived as providing a good place to work in it is also affected by the size of the organization and its industry.

Labor market condition: The rising rate of unemployed graduates in the country has slightest recruiting effect may by any organizations skillful and prolong recruiting will be necessary in order to attract the right quality and quantity of employees desired.

Government and union restrictions: This arises mainly due to government efforts to ensure equal employment opportunities for its citizens. Usually, where there are disadvantaged and minority groups, there is the tendency that they will be marginalized in resource allocation and employment. As a result, it makes and enforces legislations that every citizen is given equal opportunities for employment.

2.5 Recruitment and Employee Performance

In HRM, recruitment and selection are the core functions most influential to the organization's performance (Harky, 2018). As a job analysis is the first step in the practice of recruitment and selection then it is important for every organization and also the applicants. If the organization does not require work, then recruitment and selection

are not required. According to Santos et al. (2020) the aim of recruitment and practice selection is to choose and put the best people in fulfilling the workplace needs to develop and maintain the quality of service. Therefore, recruitment and selection practices are crucial and play an important role in the functioning of the success, effectiveness, and performance of the organization (Harky, 2018). To improve staff performance when organizations adopt a performance-oriented culture (Musah *et al.*, 2017). In particular, if the organization has fair recruitment and selection practices without distinguishing the merit-base system in the organization (Pahos & Galanaki, 2019). In HRM, recruitment and selection are the first step, and the employee's performance assessment is the last step to identifying the success or failure of any organization (Oaya, Ogbu, & Remilekun, 2017). Therefore, it is important, honest, successful, and independent to pass all stages of recruitment and selection (Okusanya & Oseji, 2012). However, these subdivisions review the recruitment relationships and practice selection on performance and how the theory and model of current practice with empirical evidence (Alhassan, *et al.*, 2014). Employee performance demonstrates how well staff do their work and the success of each organization. The key factors of employee performance are integrity, reliability, and honesty to perform their job responsibilities (Santos et al., 2020). The available studies focus on the correlation of employee competency skills with their contextual performance (Ofori & Aryeetey, 2011). It also attempts to address the research gaps for recruitment and selection practices on work skills, knowledge, experience, and strategic policies and other political pressures and contextual performance from government employees

(Usmani, 2020). These work skills are diversified into various categories such as basic academic skills, high thinking skills, personal qualities, and various other skill sets (Abas & priests, 2016). When hiring new staff most employers consider this skill because it plays an important role in both job and organizational success (Oaya et al., 2017). Ekwoaba *et al.*, (2015) emphasizes that organizational weakness or strength comes from recruitment and practice selection, for example, strategic policies facilitate to obtain more qualified employees who will lead to organizational performance. Abas & Priests (2016) noted that organizational development and growth depends on the ability of recruitment and practice of selection

2.6 Theoretical Review

This study adopts the Resource Based View of Firms theory and the Equity Approach theory.

2.6.1 The Resource Based View of Firms

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working

relationships. Identifying what is most valuable and protecting it with “barriers to imitation” is at the heart of resource base thinking. In relative terms Boxall (1996, 1998) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes (1996, 1999) that a difference should be established between ‘human capital advantage’ and ‘human process advantage’. The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. In which case, the use of the human resource management systems are necessary for firms to gain a competitive advantage as also argued by Sparrow et al., (2002) that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The Company's HR practices would therefore need to emphasize “selecting highly skilled individuals”. According to Boxall & Purcell (2008), the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano et al., (2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other

attributes (KSAOs) required to successfully performing the job most effectively. To them, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

2.6.2 Equity Approach

For companies to strive to adapt their equal opportunity policies (EOP) to their recruitment and selection programs, Straw (1989) identified three levels of equal opportunity policies: i) Equal opportunity as equal chance (nondiscriminatory) ii) Equal opportunity as equal access (fair procedures) iii) Equal opportunity as an equal share (outcomes and positive action). Healy (1993) further provides a typology of organizations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that the organization does not discriminate whereas they might consciously discriminate. Minimalist/Partial organizations are those with espoused EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; Complaint organizations take a more conscious and professional approach to EOP and fulfills legal obligations; comprehensive organizations have a dynamic approach to EOP but will have more of the features of the complaint organizations. However, the expectation is that, this equity approach should be implemented in a way to promote the organization by making it a desirable workplace for all future employees. This implies an appropriate application of the diversity policies. Organizations should strive to operate transparent and consistent appraisal and performance management processes. They should have clear career pathways including promotion and training opportunities for all categories of employees. For this to be feasible, organizations should be able to create a culture of respect and dignity of all

employees through effective implementation of well-designed policies and procedures which support both individual and business needs. Secondly, the fostering of respect to realize different perspectives matter, and that diversity is everyone's responsibility. Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the organization. This will help to enhance the effectiveness in the practice of such policies. In his study of a large manufacturing company,

2.7 Empirical Review

Zirra, Ogbu and Ojo (2017) examined the impact of recruitment and selection strategy on the employee performance in the real sector in Nigeria using descriptive survey research design. T-test analysis of the hypothesis revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees. Their findings reported that the recruitment through the influence of host community may be counterproductive to organizational efficiency and thus recommended that organizations use of independent agencies in recruiting and selection in a transparent manner. Chukwu and Igwe (2012) investigated the effect of selection process on organizational performance in the Brewery Industry of Southern Nigeria. The data obtained were analyzed using frequency tables and the values expressed in percentages. Pearson Product Moment Correlation was used

for testing the hypotheses and t-test was used for testing the level of significance of correlation coefficient at 5% error and 3-degrees of freedom. The findings of this study are indicative that there is a positive relationship between employment tests and creativity. It was also found that there is a positive relationship between Selection process, Organization performance, Employment tests and Selection interview.

Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw (2013) evaluated the effect of recruitment & selection tool on the performance of the Ghana Revenue Authority in the Greater Accra region. For that purpose, data were collected by a structured questionnaire. A total of 160 respondents were chosen from the district offices of the Ghana Revenue Authority in the Greater Accra region of Ghana by a convenience sampling technique. The condition was that all of the respondents were working in different positions of the selected district in Ghana except the human resource department. Data were analyzed by using software SPSS-20.0 version by adopting the statistical techniques, correlation, and regression. The results of the study showed that there is a high positive correlation between the constructs of performance-based rewards and productivity.

Aruna (2014) examined the relationship between recruitment and selection practices and business performances of SMEs shedding some light on the mediating link between these two. A structured questionnaire was developed and sent to 436 manufacturing SMEs in Aichi prefecture and 144 firms responded to the questionnaire resulting in 32 percent response rate. Based on the data analysis, a strong positive relationship between

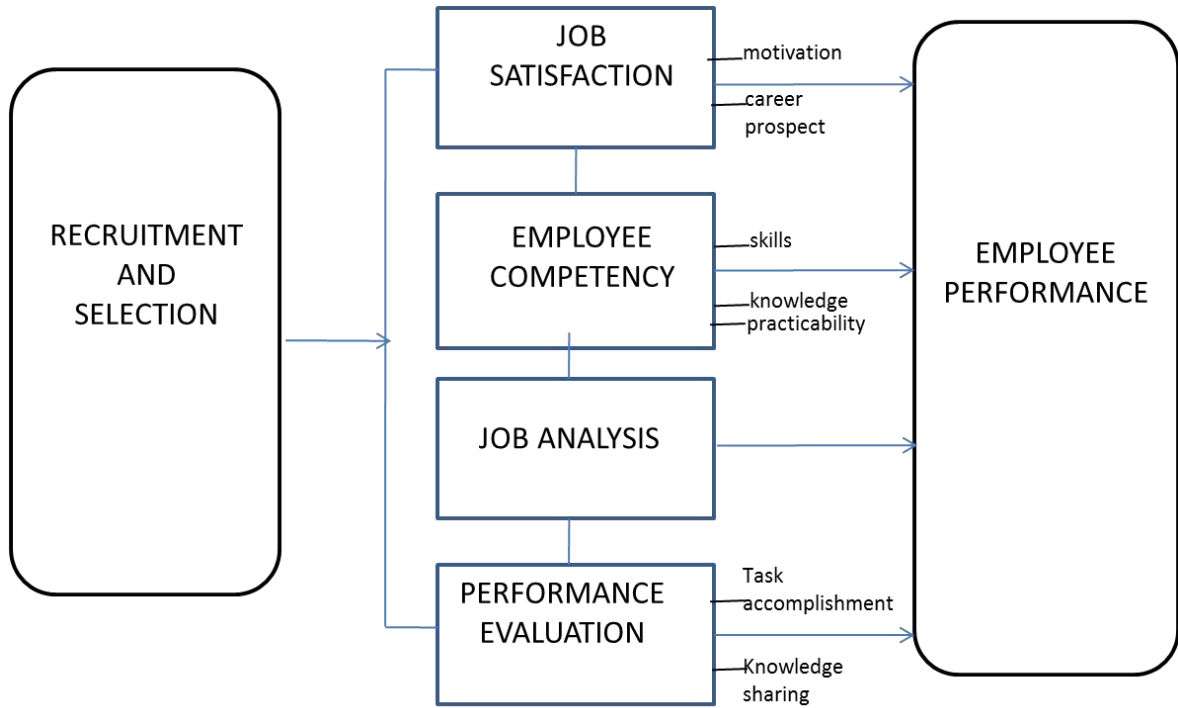
recruitment and business practices and the business performance of manufacturing SMEs in Japan was found. Further, the study confirmed a statistically significant mediating relationship of HR outcomes between recruitment and selection and business performance in SMEs in Japan.

Adam, Stella, Szumbah and Agasa (2016) examine the effect of recruitment and selection on the performance of public water utilities in Tanzania. Both correlation and descriptive research designs were used. The study targeted a total population of 1355 employees in public water utilities. A sample size of 417 employees was selected. Data were collected using questionnaires to employees and face to face interviews with line managers. The descriptive statistic used included frequency, means, standard deviation, percentages, and tables while inferential used ANVOVA. The results revealed a statistically significant relationship between recruitment and selection on the performance of public water utilities

2.8 Conceptual Framework

Based on the literature review, a conceptual framework which is assumed to be fit for organization has been developed. For the purpose of this study, recruitment and selection practices fit for employee performance. The conceptual framework is proposed to explain the relationship between HRM practices such as recruitment and selection and employee performance. The measures are job satisfaction, employee competency, job analysis and

performance evaluation, a direct relationship is seen in the model below. The framework for the study is represented in figure 1.



Source: Author's Desk

CHAPTER THREE

METHODOLOGY

This chapter explains the methodology relevant to this research. It contains the research design, the population and sampling techniques, the operationalization and measurement of variables, the research instrument, reliability of research instrument, sources of data, method of data analyses and model specification.

3.1 Research Design

According to Selltiz, Wrighttsman and Cook (1976), Research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This research is mainly descriptive in nature, using a cross-sectional research survey design for collection of primary data. This was to enable us study the phenomenon as it is without manipulating the variables. This design is adopted and considered appropriate because it facilitates the collection of original data from the respondent.

3.3 The population and Sampling Technique

The population is the totality of the objects or elements being studied and to which the conclusions or generalization of the results will apply. The managerial level staff deposit money banks (DMBs) in Edo and Delta formed the target population for the study. This category of staffs is more involved in operational and strategic decision making such as

recruitment and selection (Bratton and Gold, 2003). More so, they are usually involved in selection panels for the banks when conducting the exercise.

In the table below, the study surveyed a total of 239 managerial level employees of 8 selected deposit money banks (DMBs) in Edo and Delta State as verified by the researcher. These banks were selected and used for the study because of their customer strength and patronage.

EDO	DELTA	BANKS
19	13	FIDELITY
25	16	GTB
18	10	ZENITH
21	11	ACCESS
16	9	KEYSTONE
12	8	WEMA
19	12	FIRST BANK
17	13	FCMB
147	92	TOTAL
		239

3.3 Sampling Technique

For the effective study, a simple random sampling procedure is adopted. The researcher applied random sampling technique to ensure that all selected groups have an equal chance with the other sample that is not selected. To determine the sample size of the population, Taro Yamane's formula was employed.

The sample size will be obtained using the Taro Yamene (1967) formula;

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size

Where n = sample

N = Population

e = level of sig (5% i.e. 0.05)

N = 239

$$n = \frac{239}{1 + 239(0.05)^2} = \frac{239}{1 + 0.6125}$$

$$n = \frac{239}{1.5975} = 149.6$$

$\cong 150$

3.4 Operationalization and Measurement of Variables

The study focus on examine the effect of recruitment and selection exercise on employees' performance, A case study of deposit money banks in Edo and Delta state. Recruitment and selection being the independent variable deals with various dimensions of recruitment and selection viz: (job satisfaction, employee competency, job analysis, and performance evaluation), while Employees performance is the dependent variable. The study adopted a likert scale measurement which indicated strongly agree (5), Agree (4), neutral (3), Disagree (2) and strongly disagree (1).

3.5 Research Instrument

Questionnaires will serve as the main data collection instrument that will be used in the study. The prepared questionnaire accompanied with letter of introduction was sent to the assigned respondents to be completed and returned to the researcher. The respondents will be asked not to give their names in order to increase the chance of obtaining correct information. The questionnaire will be divided into two sections. Section A which will capture demographic profile such as gender, age, marital status, educational qualification and number of years spent in the organisation. Session B will request respondents to complete questions related to the study variables of on recruitment and selection exercise and employees' performance.

3.6 Validity of Instrument

The questionnaire used for this study was thoroughly scrutinized by the supervisor for clarity, precision and comprehension. Both the preliminary test and the main research results will be similar especially in the pattern of response from respondents to fundamental questions relating to the research study under consideration.

3.6.2 Reliability of Instrument

Reliability is the degree to which an assessment tool produces stable and consistent results. Computation of Cronbach's Alpha score is used to ensure reliability (Travakol & Dennick, 2011). The Cronbach alpha test value of greater or equal 0.70 will be used to justify the reliability of the research instrument through a pilot survey test. Cronbach's

alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficients. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor and _ < .5 – Unacceptable”.

A high value for Cronbach's alpha indicates good internal consistency of the items in the scale; it does not mean that the scale is uni-dimensional.

Table 3.1

Reliability Statistics	
Cronbach's Alpha	N of Items
.722	30

Source: SPSS 24.0

The Cronbach's alpha value of 0.7 indicates an acceptable internal consistency of the items in the scale i.e. it shows that the instrument used for this research study is very acceptable.

3.7 Sources of Data

The nature of the study necessitated the use of primary data. The data will be collected through the administration of questionnaire to the respondents.

3.8 Method of Data Analysis

This study will use both descriptive analysis and inferential analysis. Descriptive statistics will be used to summarize the characteristics of all variables in the administered questionnaires in order to present the data in a more meaningful way, which allowed simpler interpretation of the data. Data collected or generated from the questionnaire will be analyzed using the simple percentages, mean and multiple regression techniques via the Statistical Package for Social Sciences (SPSS) 24.0.

3.9 Model specification

The function is represented as follows.

$$EP = f (JS, EPC, JA, PE)$$

The econometric model is thus specified as:

$$EP_1 = \beta_0 + \beta_1JS_1 + \beta_2EPC_2 + \beta_3JA_3 + \beta_4PE_4 + \mu_t$$

Where: EP = Employee performance

β = constant

JS= Job Satisfaction

EPC= Employee Competency

JA= Job Analysis

PE= Performance Evaluation

μ_t = Error term.

$\beta_0 \dots \beta_4$ = Regression coefficients of the model.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This research work aim to examine the effect of recruitment and selection exercise on employees' performance. This chapter presents and analyses the data gathered using descriptive statistics and ordinary least square technique via the Statistical Package for Social Sciences (SPSS). Data were presented in a tabular form for ease of analysis and questionnaires were fully analyzed. This chapter provides answers to each of the questions raised in this study. From the outcome of the analysis, the researcher was able to make a valid observation and draw conclusions. This chapter was concluded with the discussion of findings.

Table 4.1: Response Rate

Options	Frequency	Percentage (%)
Returned	147	98
Unreturned	3	2
Total	150	100

Source: Researcher's field work, 2022

One hundred and fifty-two (150) copies of questionnaire were distributed to employees of deposit money banks in Edo and Delta state. With one hundred and forty-seven (147) copies completed and returned, representing about 98% of the total administered questionnaires.

4.2 Respondents' Profile

Section A: Biodata

This section shows the variables of respondents in respect of demography such as gender, age, marital status, highest education obtained and number of years spent in the organization.

Table 4.2 Demographic Information on Respondents

Variables	Frequency	Percentage
Gender		
Male	81	55.1
Female	66	44.9
Total	147	100.0
Age		
18-30 years	57	38.8
31-40years	49	33.3
41-50years	33	22.4
51 years and above	8	5.4
Total	147	100.0
Marital status		
Single	78	53.1
Married	65	44.2
Widowed	3	2.0
Divorced	1	.7
Total	147	100.0
Educational qualification		
Primary/SSCE	19	12.9
Diploma/NCE	37	25.2
HND/BSc	62	42.2

Post graduate	29	19.7
Total	147	100.0
Number of years spent in the organization		
0-10 years	80	54.4
11-20 years	55	37.4
21-30 years	12	8.2
31years and above	-	-
Total	147	100.0

Source: Researcher's fieldwork survey, 2022

Table 4.2 shows that out of a total of 147 respondents, 81 are male while 66 are female.

In terms of age, out of a total of 147 respondents, 57 of the respondents are within the age bracket of 18 – 30, 49 of the total respondents are within the age bracket of 31 to 40, 33 of the total respondents are within the age bracket of 41 to 50, while 8 of the total respondents are above 50 years. In terms of marital status, out of a total of 147 respondents, 78 of the total respondents are single, 65 of the total respondents are married, 3 are widowed, while 1 of the respondents is divorced. In terms of educational qualification, out of a total of 147 respondents 19 are Primary/SSCE holders, 37 are Diploma/NCE holders, 62 are HND/BSc holders while 52 of the total respondents are postgraduates. Lastly, In terms of Number of years spent in the company, 80 of the respondents have spent 0-10 years, 55 of the respondents have spent 11-20 years, while 12 of the respondents have spent 21 -30 years in the organization.

4.3 Data Presentation and Analyses for the Variables

Question 1: 1.To what extent is the effect of job satisfaction on organizational performance?

Table 4.3: Descriptive results of the effect of job satisfaction on organizational performance

Variables	Strongly agree		Agree		Undecided		Disagreed		Strongly disagree		Mean
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	
employee who suffer from severe job stress cannot be expected to perform well	84	57.1	47	32.0	3	2.0	13	8.8			4.37
Stress at work sometimes leads to negative impact on performance	67	45.6	51	34.7	17	11.6	10	6.8	2	1.4	4.16
I have been able to adapt to job demands	48	32.7	45	30.6	33	22.4	21	14.3			3.82
promotional opportunities and organizational management are in place in the company	64	43.5	31	21.1	33	22.4	19	12.9			3.95
Grand mean											4.075

Source: Researcher's fieldwork survey, (2022)

Decision rule: There is a unanimous agreement when the mean values of respondents are above 2.5, unanimous disagreement when it is below 2.5, and also respondents are neutral when the mean value is equal to 2.5. Since it is a descriptive statistic, it requires

no level of significance, unless it is inferential statistics. The result in table 4.3 above shows that most of the respondents gave positive response to the items in table 4.3. The grand mean value of 4.075 is greater than 2.5 which is the acceptable mean value. Therefore, most of the respondents agreed that in their opinion, the employee who suffer from severe job stress cannot be expected to perform well; that stress at work sometimes leads to negative impact on performance; that they have been able to adapt to job demands and that promotional opportunities and organizational management are in place in the company.

Question 2: To what extent is the effect of employee competency on organizational performance?

Table 4.4: Descriptive results of the effect of employee competency on organizational performance

Variables	Strongly agree		Agree		Undecided		Disagreed		Strongly disagree		Mean
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	
Employees demonstrates common courtesies to all, showing compassion, concern, sensitivity and patience towards others	82	55.8	30	20.4	15	10.2	20	13.6			4.18
I understands my role and accountabilities	54	36.7	46	31.3	19	12.9	15	10.2	13	8.8	3.77

Employees are able to aligns personal vision with Installation, functional, and programmatic goals and objectives	53	36.1	51	34.7	40	27.2	3	2.0			4.05
Employees are able to maintains professional boundaries with clients, families and bank customers	72	49.0	52	35.4	6	4.1	17	11.6			4.22
Grand mean											4.055

Source: Researcher's fieldwork survey, (2022)

Decision rule: There is a unanimous agreement when the mean values of respondents are above 2.5, unanimous disagreement when it is below 2.5, and also respondents are neutral when the mean value is equal to 2.5. Since it is a descriptive statistic, it requires no level of significance, unless it is inferential statistics. The result in table 4.4 above shows that most of the respondents gave positive response to the items in table 4.4. The grand mean value of 4.0 is greater than 2.5 which is the acceptable mean value. Therefore, most of the respondents agreed that Employees demonstrates common courtesies to all, showing compassion, concern, sensitivity and patience towards others; that they understands their role and accountabilities; that employees are able to aligns personal vision with Installation, functional, and programmatic goals and objectives and that

employees are able to maintains professional boundaries with clients, families and bank customers

Question 3: To what extent is the effect of job analysis on organizational performance??

Table 4.5: Descriptive results of the effect of job analysis on organizational performance

Variables	Strongly agree		Agree		Undecided		Disagreed		Strongly disagree		Mean
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	
As an employee, I Seek constructive feedback from others	42	28.6	75	51.0	24	16.3	3	2.0	3	2.0	4.02
Conduct self-assessment and Develop effective and challenging goals	10	68.7	34	23.1	11	7.5	1	.7			4.6
Employees participate in an Individual development Plan	69	46.9	33	22.4	22	15.0	14	9.5	9	6.1	3.95
employees are held accountable for completing the process on time			96	65.3	46	31.3	4	2.7	1	.7	3.61
Grand mean											4.045

Source: Researcher's fieldwork survey, (2022)

Decision rule: There is a unanimous agreement when the mean values of respondents are above 2.5, unanimous disagreement when it is below 2.5, and also respondents are neutral when the mean value is equal to 2.5. Since it is a descriptive statistic, it requires no level of significance, unless it is inferential statistics. The result in table 4.5 above shows that most of the respondents agreed that as an employee, I Seek constructive feedback from others; that they conduct self-assessment and develop effective and challenging goals; that employees participate in an Individual development plan and that employees are held accountable for completing the process on time.

Question 4: what extent is the effect of performance evaluation on organizational performance?

Table 4.6: Descriptive results of Company Image and organizational performance

Variables	Strongly agree		Agree		Undecided		Disagreed		Strongly disagree		Mean
	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	
Management Seek to maximize employee performance	57	38.8	42	28.6	29	19.7	9	6.1	10	6.8	3.86
Management Recognize employees for their contributions	78	53.1	34	23.1	35	23.8					4.29
Management Review employee's performance in a timely manner	32	21.8	76	51.7	20	13.6	18	12.2	1	.7	3.82
Employee engage in professional development activities and Keep track of their performance throughout	72	49.0	73	49.7	2	1.4					4.48

the year											
Grand mean											4.1125

Source: Researcher's fieldwork survey, (2022)

Decision rule: There is a unanimous agreement when the mean values of respondents are above 2.5, unanimous disagreement when it is below 2.5, and also respondents are neutral when the mean value is equal to 2.5. Since it is a descriptive statistic, it requires no level of significance, unless it is inferential statistics. The result in table 4.6 above shows that most of the respondents agreed that management Seek to maximize employee performance; that management recognize employees for their contributions; that management review employee's performance in a timely manner and that employee engage in professional development activities and Keep track of their performance throughout the year.

4.4 Test of Hypotheses

Ordinary least squares regression was used to examine the effect of recruitment and selection exercise on employees' performance. The hypotheses of this study were tested with the aid of regression (ordinary least square method) at 5% level of significance. The decision in accepting a hypothesis is based on the p-value, we reject the null hypothesis when $p\text{-value} < 0.05$ and we do not reject the null hypothesis when the $p\text{-value} > 0.05$ (that is, we accept the null hypothesis).

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
				R Square Change	F Change	df1	df2		
1	.373 ^a	.139	.42786	.139	5.744	4	142	.000	2.010

a. Predictors: (Constant), performance evaluation , job satisfaction , job analysis , employee competency

b. Dependent Variable: ORGANISATIONAL PERFORMANCE

Table 4.8

The value of adjusted R^2 which is 0.115 indicates that all the independent variables explain 11.5% of the systematic variation in the dependent variable (organisational performance). The F statistic is highly significant at 0.00. This means that there is a statistically significant relationship between the independent variables and the dependent variable. The Durbin-Watson value of 2.010 shows the absence of autocorrelation in the model because the value is approximately 2.

Table 4.9 ANOVA Result

The ANOVA table shows that of recruitment and selection exercise has a significant relationship with organisational performance with a p- value of .000.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.206	4	1.051	5.744	.000 ^b
	Residual	25.995	142	.183		
	Total	30.201	146			

a. Dependent Variable: EMPLOYEES PERFORMANCE

b. Predictors: (Constant), performance evaluation , job satisfaction , job analysis , employee competency

Source: Researcher's fieldwork survey, (2022)

Table 4.10: shows OLS Estimation of the independent variables to organisational performance. This is discussed below.

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.970	.561		3.513	.001
	job satisfaction	.267	.082	.255	3.272	.001
	employee competency	.207	.081	.224	2.574	.011
	job analysis	.091	.081	.094	1.129	.006
	performance evaluation	-.069	.078	-.074	-.886	.003

Source: Researcher's fieldwork survey, (2022')

Table 4.10 Regression Result on recruitment and selection exercise on organizational performance

Hypothesis One

H01: There is no significant relationship between job satisfactions and organizational performance.

The p- values of 0.001 shows that there is a significant relationship between job satisfactions and organization performance. This therefore shows a statistically significant relationship between the two variables with $P \leq 0.01$ levels of significance.

Hence, the null hypothesis was rejected. This implies that there is a significant relationship between job satisfactions and organization performance.

Hypothesis Two

Ho2: There is no significant relationship between employee possible challenges and organizational performance

The p- values of 0.011 shows that there is significant relationship between employee competency and organizational performance. This therefore shows a statistically significant relationship between the two variables with $P \leq 0.01$ levels of significance. Hence, the null hypothesis was rejected. This implies that there is a significant relationship between employee competency and organizational performance

Hypothesis Three

Ho3: There is no significant relationship between job analyses and organizational performance.

The p- values of 0.006 shows that there is a significant relationship between job analysis and organizational performance. This therefore shows a statistically significant relationship between the two variables with $P \leq 0.05$ levels of significance. Hence, the null hypothesis was rejected. This implies that there is a significant relationship between job analyses on organizational performance

Hypothesis four

Ho4: There is no significant relationship between performance evaluation and organizational performance

The p- values of 0.003 shows that there is a significant relationship between performance evaluation and organizational performance. This therefore shows a statistically significant relationship between the two variables with $P \leq 0.05$ levels of significance. Hence, the null hypothesis was rejected. This implies that there is a significant relationship between performance evaluation and organizational performance.

4.5 Discussion of Findings

The result shows that recruitment and selection exercise has a significant relationship with organizational performance. The result revealed that there is a significant relationship between job satisfactions and organization performance This was also agreed by the respondents that that in their opinion, the employee who suffer from severe job stress cannot be expected to perform well; that stress at work sometimes leads to negative impact on performance; that they have been able to adapt to job demands and that promotional opportunities and organizational management are in place in the company. The findings of Hee et al., (2019), which revealed that job satisfaction can be used as part of evaluations that lead to planning for organizational improvement by presenting results from past strategies and future projections of employees. Pleased and motivated employees will guarantee the organization's long term success and it is believed that job

satisfaction by all employees in any organization is directly related to their level of motivation

The result shows that there is significant relationship between employee competency and organizational performance. This was also agreed by the respondents that Employees demonstrates common courtesies to all, showing compassion, concern, sensitivity and patience towards others; that they understands their role and accountabilities; that employees are able to aligns personal vision with Installation, functional, and programmatic goals and objectives and that employees are able to maintains professional boundaries with clients, families and bank customers. The findings of Federici, Boon, Den (2021) that employee competency, is one of the core factor of employees which might affect their performance. Precisely, it involves an adaptive response to deal with new environmental situations. Adaptability is the employee's ability to adapt to changes.

The result shows that there is a significant relationship between job analysis and organizational performance. This was also agreed by the respondents that as an employee, they seek constructive feedback from others; that they conduct self-assessment and develop effective and challenging goals; that employees participate in an individual development plan and that employees are held accountable for completing the process on time. The findings Suthara, Latha, and Shamyal (2014) revealed that job analysis is one of the most important activities of human resource management and can perform multi-functions. A regular or proactive job analysis practices help to identify factors that shape the employees' motivation and job satisfaction.

The result shows that a significant relationship between performance evaluation and organizational performance. This was also agreed by the respondents that management Seek to maximize employee performance; that management recognize employees for their contributions; that management review employee's performance in a timely manner and that employee engage in professional development activities and Keep track of their performance throughout the year. The findings of Nkeobuna and Ugoani (2021) which revealed that effective performance appraisal helps management in finding ways of training and motivating employees so as to retain the best available talents and to improve organizational performance. And that in the absence of this, the most capable employees may decide to leave an organization, where incentive levels are low, leading to high labor turnover that often has negative effect on productivity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The focus of this chapter is to summarize the findings, draw conclusions reached in the study and make recommendations based on research objectives and the overall perspective of the main findings.

5.2 Summary of Findings

The aim of this study was to examine the effect of recruitment and selection exercise on employees' performance. To facilitate the study, questionnaires were administered and various hypotheses were proposed. The Statistical Package for Social Sciences (SPSS, Version 24.0) was employed to empirically examine the relationship.

In particular, the following specific findings were made from the empirical analysis:

- (i) The study showed that there is a positive and a significant relationship between job satisfactions and employee's performance
- (ii) The study also revealed that there is a positive and a significant relationship between employee competency and employee's performance.
- (iii) The study also revealed that there is a significant relationship between job analysis and employee's performance.

- (iv) The result also showed that there is a significant relationship between performance evaluation and employee's performance.

5.3 Conclusion

The Study examined the effect of recruitment and selection exercise on employees' performance. A samples of 150 copies of questionnaire were distributed to employees of deposit money banks in Edo and Delta state. From the findings, it was revealed that recruitment and selection exercise significantly affects employees' performance. In the course of this examination, it was also apparent that the respondent gave a positive response that recruitment and selection exercise significantly affects employees' performance. The employee who suffer from severe job stress cannot be expected to perform well, which sometimes leads to negative impact on performance. Employee competency, is one of the core factor of employees which might affect their performance. Precisely, it involves an adaptive response to deal with new environmental situations. Job analysis is one of the most important activities of human resource management and can perform multi-functions. A regular or proactive job analysis practices can help to identify factors that shape the employees' motivation and job satisfaction. The study also showed that effective performance appraisal helps management in finding ways of training and motivating employees so as to retain the best available talents and to improve organizational performance. The quality of new recruits depends upon an organizations recruitment practices, and that the relative effectiveness of the selection phase is

inherently dependent upon the calibre of candidates attracted. From the analysis, recruitment and selection is of prime importance to banks in order to get the best of employees.

5.4 Recommendations

Based on the findings of the study, these recommendations are made,

1. The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
2. Jobs should be well described and analyzed to selected candidates to aid performance. Refresher courses should be organized for employees for them to be abreast with trends in the ever growing market.
3. All applicants should be treated fairly and the issues of favouritism should be avoided while selecting applicants. They should ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, ethnic origin and religion. Thus, recruitment and selection into the banks should be based on merit.
4. Organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. In view of the findings, the study suggests that in designing and instituting recruitment and selection criteria quality should not be compromised.

5. Feedback on performance should always be provided to employees both as a means of behaviour modification and for performance improvement.
6. Furthermore, given that organizational environment is ever changing, the bank's management is implored to constantly evaluate the bank's selection methods on the basis of their validity, impartiality, scope of usage, and cost.
7. Staff recruitment and selection should not be based on the skills of the applicants alone. Positive attitude should also be considered as well. The right attitude not only benefits the employee but also maintains workplace morale and improves overall performance that benefits both the employee as well as the organization as a whole.
8. Poor recruitment and selection process could affect individual development and debars the organization from achieving its set goals and objectives. It is therefore recommended that for recruitment and selection process to be effective, it should be consistent with an established standard, fair, transparent, and ensures that the right peg is put in the right hole.

5.5 Suggestions for Further Research

The primary goal of this study was to examine recruitment and selection exercise on employees' performance using some selected employees of deposit money banks in Edo and Delta state. Related study could be carried out in other state of the federations as well as other organisation to compare and contrast the findings of the present study.

5.6 Managerial Implication

This research work will better help managers to be Transparent in the selection and recruitment process making sure all guidelines are followed and based on merit and in alignment with organisational goal. It will also encourage consistency in other for it to be considered valid and reliable. Finally, when the core guidelines are followed it will Create that value proposition to the organisation attracting quality hands for increased performance, the process should also be consistent for credibility.

5.7 Theoretical Implication

The theoretical Implication of this work states that it is better for deposit money bank to find the right individuals directly from the recruitment process than having them trained later due to the cost of training and develop. The second implication is the need for the overall process to be implemented in a way to promote the organisation by making it a desirable workplace for all processes which support both individuals and business needs.

5.8 Research for Further Studies

From the study we discover a positive relationship that recruitment, selection exercise have on employee performance. But this Hypothesis hinges on several factors one key variables that call for more research is the Area of performance management, this is vital so as to check mate the overall efficacy of the recruitment process to make sure staffs are

consistent and align to the overall goals. Hence the need for more Empirical study on the impact of recruitment on performance management.

5.9 Contribution to Knowledge

Despite the robust study on the subject by other researchers, this study tries to shift its focus to the need for effective HR policies and program, with emphasis on designing and instituting recruitment and selection criteria quality in a way for it not to be Compromised to get quality staff in Deposit bank in the south-south region.

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APPENDIX

**DEPARTMENT OF BUSINESS ADMINISTRATION
(INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT)
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN**

Dear Sir/Madam,

**REQUEST FOR YOUR COOPERATION IN COMPLETING THIS
QUESTIONNAIRE**

I am an under-graduate student of the above named University. As part of the requirements for award of B.Sc. degree in Human resource management. I am conducting a research titled *the effect of recruitment and selection exercise on employees' performance*. In this regard, you have been duly selected as a member of the sample. I also wish to assure you that your answers will be treated in strict confidence and used for the stated academic purpose only.

Thank you for your cooperation.

**Ezewuzie Jennifer Onyinye,
Researcher**

Section A: Demographic Variables

Instruction: Please tick [] against your chosen response and record your view where necessary in the provided spaces.

1. **Gender:** Male [] Female []
2. **Age:** 18-30 years [] 31-40years [] 41-50years [] 51 years and above []
3. **Marital Status:** Single [] Married [] Widowed [] Divorced []
4. **Highest Educational Qualification:** Diploma/NCE [] HND/BSc [] MSc/MBA [] PhD []
5. **Number of years spent in the institution:** 0-10 years [] 11-20 years []

21-30 years [] 31years and above []

Section B

Instruction: Please indicate the extent to which you agree with the following, you are to assess the following on a scale of “strongly agree to strongly disagree”.

Key: SA= Strongly Agree, A= Agree, N = Neutral, D= Disagree, SD= Strongly Disagree

S/N	EMPLOYEE PERFORMANCE	SA	A	N	D	SD
6.	Employees are able to perform their duties and responsibilities					
7	The competence gained during training has impact on employee performance.					
8.	Employee requires continued re-assessment to sustain their performance.					
9.	Providing training and learning opportunities stimulate employee performance.					
	Job Satisfaction					
10	employee who suffer from severe job stress cannot be expected to perform well	SA	A	N	D	SD
11.	Stress at work sometimes leads to negative impact on performance					
12.	I have been able to adapt to job demands					
13.	promotional opportunities and organizational management are in place in the company					
	Employee Competency	SA	A	N	D	SD
14.	Employees demonstrates common courtesies to all, showing compassion, concern, sensitivity and patience towards others					
15.	I understands my role and accountabilities					
16.	Employees are able to aligns personal vision with Installation, functional, and programmatic goals and objectives					
17.	Employees are able to maintains professional boundaries with clients, families and bank customers					
	Job Analysis	SA	A	N	D	SD

18	As an employee, I Seek constructive feedback from others					
19	Conduct self-assessment and Develop effective and challenging goals					
20.	Employees participate in an Individual development Plan					
21.	employees are held accountable for completing the process on time					
	Performance Evaluation	SA	A	N	D	SD
22.	Management Seek to maximize employee performance					
23.	Management Recognize employees for their contributions					
24.	Management Review employee's performance in a timely manner					
25.	Employee engage in professional development activities and Keep track of their performance throughout the year					