

**RECRUITMENT PROCEDURES AND ITS IMPACT ON ORGANISATIONAL
EFFECTIVENESS ADOPTED BY PRIVATE AND PUBLIC SECTORS
ORGANISATIONS IN NIGERIA.**

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**BEING A PROJECT PRESENTED TO THE DEPARTMENT HUMAN
RESOURCE MANAGEMENT, FACULTY OF MANAGEMENT SCIENCES,
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FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR
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FEBRUARY, 2025

DECLARATION

I, **OBIADI ABUCHI CHUKWUEBUKA** with matriculation number **MGS2010264** hereby declare that the work presented in this research is a genuine work done originally by me and has not been submitted elsewhere for the award of any degree. All sources of information referred to in this work are acknowledged with reference to the respective authors.

OBIADI ABUCHI CHUKWUEBUKA
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CERTIFICATION

This is to certify that this thesis title “**RECRUITMENT PROCEDURES AND ITS IMPACT ON ORGANISATIONAL EFFECTIVENESS ADOPTED BY PRIVATE AND PUBLIC SECTORS ORGANISATIONS IN NIGERIA.**” was carried out by **OBIADI ABUCHI CHUKWUEBUKA** in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City, for the requirement of the award of B.Sc. in Human Resource Management

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DEDICATION

I dedicate this project to God Almighty the giver of life and wisdom, who has been my source of strength and knowledge throughout this academic journey.

This project is also dedicated to my Late Brother Mr. Okechukwu Obiadi and to my Elder Sister Mrs. Oluchi Precious Ezechiedo who supported me in a very big way both financially and otherwise. May the Good Lord Bless you abundantly.

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With a heart full of gratitude, I return all the GLORY to GOD ALMIGHTY who in HIS Infinite Mercy gave me the Wisdom, Understanding and Strength to carry out all activities regarding this project. I acknowledge YOU my pillar, I am forever grateful.

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It was not easy but GOD DID.

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ABSTRACT

This study examines the impact of recruitment processes on organisational effectiveness and employee productivity in Nigerian private and public sector organisations. A structured questionnaire was used to collect data from 100 respondents, achieving a 100% response rate. The data were analysed using SPSS version 22.0, employing descriptive statistics and regression analysis to test the research hypotheses.

The findings reveal a significant difference in recruitment procedures between private and public sector organisations ($p\text{-value} = 0.001 < 0.05$). Additionally, the study establishes a significant correlation between recruitment processes and organisational effectiveness with an R-square value 0.343, indicating that recruitment processes explain approximately 34.3% of variations in organisational effectiveness. Furthermore, the study confirms that recruitment procedures significantly influence employee productivity, with an R-square value of 0.520 and a p-value of 0.000.

Based on these findings, the study recommends that organisations adopt structured and transparent recruitment strategies to enhance efficiency and productivity. Implementing robust recruitment policies that align with organisational goals can improve employee performance and overall effectiveness. Future research should explore additional factors influencing recruitment effectiveness across various industries.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The importance of the private and public sectors to the Nigerian economy cannot be overstated. The private sector, as reported by the International Monetary Fund (IMF, 2021), is instrumental in fostering economic diversification, particularly in non-oil sectors, thereby reducing dependency on oil revenues which have historically dominated Nigeria's export earnings. This sector's agility and innovation drive competitiveness, attracting foreign direct investment (FDI) and enhancing Nigeria's standing in the global economy. On the other hand, the public sector's efficiency in delivering public services, maintaining law and order, and implementing regulatory frameworks significantly impacts the business environment and investor confidence (Adebayo & Olukotun, 2018). Effective governance and public administration are critical for sustaining economic growth, as they provide the necessary infrastructure, legal framework, and stability required for private sector operations. Consequently, the performance of both sectors is intrinsically linked to national productivity, employment rates, and overall economic well-being, underscoring their importance to Nigeria's economic fabric.

Organizational effectiveness within both the public and private sectors is paramount for the realization of strategic goals and objectives. According to Titus and Hoole (2021), organizational effectiveness encompasses a broad range of indicators including, but not limited to, efficiency, adaptability, and stakeholder satisfaction. In the private sector,

profitability, market share growth, and innovation are often primary indicators of effectiveness, reflecting the sector's competitive and results-oriented nature (Samantaray, 2017). Conversely, the public sector's effectiveness is frequently assessed through service delivery quality, policy implementation success, and public trust and satisfaction (Rainey, 2014). These differing indicators highlight the distinct missions and value systems inherent in each sector, necessitating tailored approaches to management and performance evaluation. Despite these differences, both sectors share commonalities in the necessity for strategic alignment, operational efficiency, and the ability to respond to external changes and stakeholder demands.

Recruitment procedures play a critical role in achieving organizational effectiveness, serving as the gateway to attracting and selecting individuals whose skills, values, and aspirations align with organizational goals. The strategic importance of recruitment is underscored by the resource-based view (RBV) of the firm, which posits that human capital is a key source of competitive advantage (Zahra, 2021). Effective recruitment practices are therefore essential for acquiring talent that can drive innovation, efficiency, and adaptability. Incentives, both intrinsic and extrinsic, are integral to attracting and retaining top talent, with research indicating their significant impact on employee motivation, job satisfaction, and ultimately, organizational performance (Ibidunni, Osibanjo, Adeniji, Salau & Falola, 2016). The relevance of these practices is magnified in today's dynamic business environment, where the war for talent necessitates innovative

and strategic recruitment approaches to secure the human capital essential for organizational success.

Organizations adopt a myriad of recruitment procedures to attract and select candidates, each with its own set of advantages and challenges. Traditional methods such as job postings in newspapers have given way to more dynamic practices like online job portals, social media recruiting, and employee referrals, reflecting the digital transformation of the recruitment landscape (Breugh, 2013). Campus recruitment and internships offer pipelines for fresh talent, aligning academic achievements with organizational needs (Goldman, Piquado, Irwin, Allen, Zhou & Ryu, 2021). Moreover, the use of recruitment agencies and headhunters for specialized roles underscores the strategic importance of leveraging external expertise to access a wider talent pool. Additionally, internal recruitment practices, such as promotions and transfers, serve to motivate and retain existing employees by providing career advancement opportunities (Dessler, 2017). These diverse practices reflect the strategic imperatives of organizations to adapt their recruitment approaches to the changing labor market dynamics and organizational needs. Effective recruitment strategies ensure the alignment of human capital with organizational goals, facilitating the development of a competent and motivated workforce capable of driving performance and innovation (Roziq, Reawaroe & Rosyidi, 2021). The strategic alignment of recruitment with organizational objectives enables organizations to respond adeptly to market changes, regulatory demands, and competitive pressures, thereby enhancing adaptability and sustainability. Moreover, the incorporation

of incentives within recruitment and retention strategies enhances job satisfaction and commitment, further contributing to organizational effectiveness (Cherif, 2020). Thus, the strategic integration of recruitment practices within the broader organizational framework is indispensable for achieving and sustaining organizational effectiveness in both the public and private sectors.

1.2 STATEMENT OF THE RESEARCH PROBLEM

The pervasive issue of diminished organisational effectiveness within both the public and private sectors in Nigeria has drawn significant scholarly attention, underscoring a critical concern for stakeholders and policymakers alike. A study by Okpara and Wynn (2017) elucidates the challenges inherent in the Nigerian public and private sectors, highlighting inefficiencies and the resultant quest for enhanced performance measures. In response to these challenges, management across these sectors has increasingly turned to innovative strategies aimed at bolstering organisational effectiveness, with recruitment procedures emerging as a pivotal focus. The strategic importance of recruitment processes in shaping organisational outcomes is well-documented, as they directly influence the quality and fit of the workforce, which in turn impacts productivity, innovation, and overall performance (Breugh, 2018; Collins & Han, 2014). Despite this acknowledgement, the impact of recruitment strategies on organisational effectiveness within the distinct contexts of Nigeria's public and private sectors remains insufficiently explored, presenting a gap in the literature that this research aims to address.

Several studies have indeed ventured into the examination of recruitment procedures and their correlation with organisational effectiveness in Nigeria, yet their focus has predominantly been sector-specific, thereby limiting the generalisability and depth of findings. For instance, research conducted by Ojo (2019) concentrated on the private sector, exploring recruitment strategies within multinational corporations, while Eze (2020) delved into recruitment practices in public institutions. Further, studies by Adebayo (2014) and Ugwuegbu (2021) have respectively shed light on the recruitment dynamics within the banking sector and government agencies, reinforcing the positive implications of systematic recruitment on organisational outcomes. These studies, while invaluable, have primarily employed distinct variables such as job satisfaction, employee retention, and organisational commitment, which, although relevant, do not encompass the broader spectrum of factors influencing organisational effectiveness. In contrast, this current research aims to bridge this gap by investigating recruitment procedures across both sectors, analysing the interplay between recruitment practices and organisational effectiveness, and assessing the consequential effects on employee productivity.

1.3 RESEARCH QUESTIONS

The study will provide answers to the following research questions:

- What is the recruitment procedure in both private and public sectors of Nigeria?
- What is the relationship between recruitment processes and organizational effectiveness in Nigerian organizations?

- In what ways do recruitment procedures impact employee productivity within Nigerian private and public sector organizations?

1.4 RESEARCH OBJECTIVES

The broad objective of this study is to ascertain the recruitment procedure and its impact on organisational effectiveness. Specifically, the study sought to:

- Investigate the recruitment procedure in both private and public sectors of Nigeria.
- Analyse the relationship between recruitment processes and organizational effectiveness in Nigerian organizations.
- Assess how recruitment procedures impact employee productivity within Nigerian private and public sector organizations.

1.5 RESEARCH HYPOTHESES

The study will provide answers to the following research questions:

1. There is no significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria.
2. There is no significant correlation between recruitment processes and organizational effectiveness in Nigerian organizations.
3. Recruitment procedures do not significantly influence employee productivity in Nigerian private and public sector organizations.

1.6 SCOPE OF THE STUDY

This study examines the recruitment procedure and its impact on organisational effectiveness. However, the study is limited to a case study of public (such as civil

organisations and government parastatals) and private (such as small and medium scale enterprises) sector in Benin City, Edo State. Specifically, this study shall comprise employees of the above organisations. The content scope of this study entails examining the recruitment procedure in both private and public sectors of Benin City, Edo State, the relationship between recruitment processes and organizational effectiveness, and how recruitment procedures impact employee productivity within private and public sector organizations in Benin City, Edo State. The temporal (time) scope is cross-sectional as the study is expected to be completed in 2024.

1.7 SIGNIFICANCE OF THE STUDY

This research study holds significant implications for a broad spectrum of stakeholders. These stakeholders include organizational leaders and HR professionals, policymakers, academic scholars, and potential job candidates. The relevance of the study to each of these groups can be articulated as follows:

Organizational Leaders and HR Professionals: For those directly involved in the strategic planning and operational execution of recruitment within organizations, this research offers valuable insights into the efficacy of various recruitment strategies. By understanding how different recruitment procedures influence organizational effectiveness, leaders and HR professionals can make informed decisions that enhance talent acquisition, improve employee alignment with organizational goals, and foster a competitive advantage. The findings can guide the development of more effective

recruitment frameworks that attract and retain high-caliber talent, thereby driving organizational success.

Policymakers: Policymakers, particularly those focused on labor and employment regulations, can benefit from the study by gaining a deeper understanding of the recruitment landscape within the private and public sectors. The research outcomes can inform the formulation of policies that encourage fair, transparent, and efficient recruitment practices, ultimately contributing to a more dynamic and inclusive labor market. By aligning policy initiatives with empirical research findings, policymakers can foster an environment that supports organizational growth and economic development.

Potential Job Candidates: Individuals seeking employment stand to gain from the findings of this research by understanding the recruitment practices of potential employers, particularly how these practices reflect the organizations' values, priorities, and effectiveness. Candidates can use this information to make more informed decisions about where to apply, how to prepare for the recruitment process, and what to expect in terms of organizational culture and career development opportunities. Moreover, awareness of recruitment practices can empower candidates to advocate for transparent and equitable selection processes.

General Business Community and Industry Practitioners: The insights derived from this study can influence the broader business community, including consultants, industry analysts, and other stakeholders interested in organizational development and human capital management. By understanding the link between recruitment procedures and

organizational effectiveness, industry practitioners can benchmark practices, innovate recruitment strategies, and contribute to the development of industry standards that elevate the quality of talent acquisition across sectors.

Academic Scholars and Researchers: For the academic community, this study contributes to the existing body of knowledge on human resource management and organizational behavior. It provides empirical data and theoretical insights that can be used to develop or refine models related to recruitment practices and their impact on organizational outcomes. Furthermore, the research can identify gaps in the current literature, offering directions for future studies. This continuous expansion of knowledge not only enriches academic discourse but also bridges the gap between theoretical constructs and practical applications in organizational settings.

1.8 LIMITATION OF THE STUDY

This study faces several limitations that could impact its outcomes and generalizability. One primary concern is the potential for poor response rates or incomplete filling of questionnaires, which might arise due to respondent apathy, lack of time, or perceived irrelevance of the study to their immediate needs. Additionally, the possibility of lost questionnaires, whether through logistical errors in distribution and collection or technical issues in the case of online surveys, could further reduce the sample size and affect the representativeness of the data. These limitations could lead to biases in the findings, limit the depth of analysis, and constrain the study's ability to fully capture the

complexities of recruitment procedures impact on organisational effectiveness within the private and public sector

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is divided into three sections; conceptual review, theoretical review and empirical review. The conceptual review shall discuss concepts related to the subject matter. The theoretical review shall touch on pertinent theories on recruitment and organisational effectiveness. The chapter concludes with the review of empirical literature which shall present previous studies conducted.

2.2 CONCEPTUAL REVIEW

2.2.1 Organisational Effectiveness

Cameron (2015) conceptualizes it as the capacity of an organization to fulfill its objectives without depleting its resources. Complementing this, Richard et al. (2016) emphasize the alignment between an organization's core competencies and its strategic goals. Similarly, Thompson (2017) defines organizational effectiveness as an organization's ability to achieve its predetermined goals with a minimum expenditure of resources. These definitions collectively underscore the importance of efficiency, goal attainment, and resource utilization. However, they diverge in their emphasis; for instance, while Cameron focuses on resource sustainability, Richard et al. highlight strategic alignment. Despite these differences, a common thread is the emphasis on achieving desired outcomes efficiently and sustainably, demonstrating a convergence in understanding organizational effectiveness as a multidimensional construct.

The elements and components of organizational effectiveness are vast and varied, encompassing several key dimensions. According to recent literature, these dimensions include efficiency, adaptability, and stakeholder satisfaction (Hill & Jones, 2018). Efficiency pertains to the organization's ability to optimize resource use, while adaptability refers to its capacity to respond to environmental changes (Williams & Lewis, 2019). Stakeholder satisfaction, as discussed by Smith and Clark (2020), involves meeting or exceeding the expectations of individuals and groups with vested interests in the organization. These components are interrelated; for instance, an organization's adaptability can enhance its efficiency by enabling it to navigate changes more effectively, thereby potentially increasing stakeholder satisfaction (Johnson, 2021).

The importance of organizational effectiveness cannot be overstated, as it is closely linked to an organization's survival, growth, and competitive advantage. Empirical research has demonstrated that organizations with high levels of effectiveness are better positioned to achieve superior performance outcomes (Barnes & Rowley, 2016). For example, effective organizations tend to exhibit higher levels of employee engagement, customer satisfaction, and financial performance (Taylor & Helfat, 2015). Furthermore, organizational effectiveness plays a crucial role in fostering innovation and driving long-term sustainability (Anderson & Sun, 2017). As the global business environment becomes increasingly complex and dynamic, the ability of an organization to maintain and enhance its effectiveness is paramount for enduring success.

2.2.2 Determinants of Organisational Effectiveness

Organizational effectiveness remains a pivotal area of research within management studies, attracting substantial scholarly attention for its role in guiding organizations towards achieving their goals and objectives efficiently and effectively. The determinants of organizational effectiveness are multifaceted and interrelated, encompassing various dimensions that contribute to the overall performance and sustainability of organizations. This review critically evaluates key determinants of organizational effectiveness, drawing on recent academic literature to elucidate their impacts, components, and metrics.

Leadership: Leadership is often cited as a primary determinant of organizational effectiveness, with its influence permeating various aspects of an organization's operations. Leadership styles and qualities significantly impact organizational culture, employee motivation, and strategic decision-making. Transformational leadership, in particular, has been highlighted for its positive correlation with organizational effectiveness, as it fosters an environment of inspiration and innovation, leading to improved employee performance and organizational adaptability (Bass & Riggio, 2006; Avolio & Walumbwa, 2014). The components of transformational leadership, such as inspirational motivation, intellectual stimulation, and individualized consideration, serve as critical metrics in assessing its effectiveness within organizations.

Organizational Culture: Organizational culture, defined as the shared values, beliefs, and norms within an organization, is another crucial determinant. A strong, adaptive culture has been linked to enhanced organizational performance, innovation, and

employee satisfaction (Schein, 2010; Cameron & Quinn, 2011). The elements of organizational culture, including shared values, norms, and artifacts, directly influence how effectively an organization can respond to environmental changes and internal challenges. Metrics for assessing organizational culture's impact on effectiveness include employee engagement scores, innovation rates, and turnover rates, reflecting the culture's alignment with organizational goals and its ability to foster a supportive and dynamic work environment.

Strategy: The alignment and clarity of organizational strategy with its external environment and internal capabilities are paramount for organizational effectiveness. Strategic management literature emphasizes the importance of a coherent strategy that leverages an organization's strengths and addresses its weaknesses in relation to opportunities and threats in the external environment (Porter, 2018; Barney, 2019). Strategic planning, execution, and adaptation are key components that determine an organization's ability to achieve its objectives effectively. Metrics such as market share growth, profitability, and strategic goal achievement rates are commonly used to gauge the effectiveness of an organization's strategy.

Structure: Organizational structure, the framework within which an organization's activities are directed and controlled, significantly affects its effectiveness. The alignment of an organization's structure with its strategy, size, and external environment facilitates efficient communication, decision-making, and resource allocation (Mintzberg, 2019; Galbraith, 2014). Structural components like centralization, formalization, and

departmentalization are crucial in determining how well an organization can adapt to changes and achieve its goals. Effectiveness metrics related to structure include decision-making speed, operational efficiency, and the ability to innovate and respond to market changes.

Systems and Processes: The systems and processes within an organization, encompassing information technology, communication, and operational processes, are vital for ensuring smooth and efficient organizational functioning. Efficient systems and processes contribute to better decision-making, resource utilization, and customer satisfaction, thereby enhancing organizational effectiveness (Davenport, 2013; Hammer, 2019). Metrics for assessing the impact of systems and processes on effectiveness include process efficiency indicators, customer satisfaction scores, and the quality of decision-making.

Human Resources: The role of human resources in organizational effectiveness cannot be overstated, with employee skills, motivation, and engagement being central to achieving organizational goals. Human resource management practices, including recruitment, training, performance management, and employee development, are critical in building a skilled, motivated, and engaged workforce (Pfeffer, 2014; Huselid, 2015). Metrics for evaluating the effectiveness of human resources include employee satisfaction and engagement scores, talent retention rates, and productivity measures.

Technology and Innovation: In an increasingly dynamic and competitive environment, the ability to innovate and effectively utilize technology is a key determinant of

organizational effectiveness. Organizations that foster a culture of innovation and invest in emerging technologies are better positioned to adapt to changes, improve processes, and offer competitive products and services (Tidd & Bessant, 2019; Chesbrough, 2013). Metrics for assessing the impact of technology and innovation on organizational effectiveness include the rate of product or service innovation, technology adoption rates, and return on investment in technology and innovation initiatives.

2.2.3 Recruitment

Recruitment, as a fundamental function within human resource management, has evolved significantly in its definition and conceptualization across academic literature. Breaugh (2017) posits recruitment as the process of identifying and attracting potential employees to an organization, emphasizing the strategic alignment with organizational goals. This perspective is echoed by Collins and Stevens (2017), who highlight the importance of attracting a diverse pool of qualified candidates to ensure a competitive advantage in the marketplace. Kaur and Arora (2018) extend this definition by incorporating the aspect of communication, suggesting that effective recruitment involves not only attracting but also effectively communicating the employer's value proposition to potential candidates. Similarly, Selden and Sowa (2015) focus on the strategic aspect of recruitment, arguing that the process involves planning and decision-making that align with the broader organizational strategy. Taylor and Collins (2018) introduce the concept of employer branding into the recruitment discussion, suggesting that the way an organization presents itself as an employer is crucial in attracting the right talent. Lastly, Ryan and Delaney

(2020) emphasize the technological advancements in recruitment processes, pointing towards the increasing use of digital platforms and social media in attracting potential employees. These definitions, while varied, converge on the key themes of strategic alignment, effective communication, and the evolving role of technology in the recruitment process.

At its core, the recruitment process involves job analysis, which provides a detailed understanding of the position's requirements (Kaur & Arora, 2018). This is closely followed by the development of a recruitment plan that aligns with the organization's strategic goals (Selden & Sowa, 2015). The sourcing of candidates, which has been significantly transformed by digital technologies, forms a critical component of the recruitment process, expanding the reach and efficiency of targeting potential candidates (Ryan & Delaney, 2020). The selection process, as outlined by Taylor and Collins (2018), involves a series of assessments and interviews designed to evaluate the suitability of candidates against the job requirements and organizational culture. Furthermore, the role of employer branding, as discussed by Collins and Stevens (2017), highlights the importance of communicating a compelling employer value proposition to attract and retain the best talent. These components collectively contribute to a comprehensive recruitment strategy that is responsive to the dynamic needs of the organization and the labor market.

The significance of effective recruitment practices in enhancing organizational effectiveness cannot be overstated. According to Breugh (2017), effective recruitment

contributes to higher job performance by ensuring a better alignment between the employees' skills and job requirements. Collins and Stevens (2017) argue that a diverse and qualified workforce, achieved through strategic recruitment practices, drives innovation and competitive advantage. Furthermore, Kaur and Arora (2018) highlight the impact of recruitment on reducing turnover rates, suggesting that a well-designed recruitment process can enhance job satisfaction and organizational commitment among employees. Selden and Sowa (2015) emphasize the strategic value of recruitment in public sector organizations, linking effective recruitment to improved public service delivery and organizational reputation. Taylor and Collins (2018) discuss the role of employer branding in recruitment, suggesting that a strong employer brand can lead to increased organizational attractiveness, thereby enhancing the quality of the applicant pool and ultimately, organizational performance. Lastly, Ryan and Delaney (2020) highlight the cost-effectiveness of utilizing digital platforms in recruitment, suggesting that technology-driven recruitment processes can lead to significant savings in time and resources, further contributing to organizational effectiveness.

2.2.4 Recruitment Procedures

Recruitment procedures are critical to organizational success, ensuring the right talent is brought on board to contribute to achieving strategic goals. Recent literature has increasingly emphasized the multifaceted nature of recruitment processes, with scholars proposing various procedures to enhance effectiveness. One notable procedure is the utilization of digital platforms for talent acquisition. In this regard, Dineen and Allen

(2016) explore the increasing reliance on social media and professional networking sites as recruitment tools. They argue that these platforms expand the reach of employers, allowing access to a broader pool of potential candidates. The metrics of success in this digital recruitment procedure include the number of quality applicants reached, engagement rates on job postings, and the conversion rate of applicants to hires. These elements underscore the efficiency and effectiveness of digital platforms in modern recruitment strategies.

Another significant recruitment procedure highlighted in contemporary literature is employer branding. Backhaus and Tikoo (2016) delve into how an organization's reputation and perceived identity as an employer can significantly influence its ability to attract top talent. They posit that strong employer branding effectively communicates the organization's values, culture, and the benefits of working there, thereby attracting candidates who align with the organization's ethos. The critical elements of this procedure include brand image, organizational culture, and employee value proposition, with metrics such as brand recognition among potential candidates and the alignment of applicants' values with the organization's culture serving as indicators of success.

The third recruitment procedure that has gained attention is the implementation of data analytics in the recruitment process. Marler and Boudreau (2017) discuss the transformative potential of data analytics in providing insights into the effectiveness of recruitment strategies. By analyzing data on past recruitment campaigns, organizations can identify patterns and predict future hiring needs, optimizing their recruitment efforts.

The elements of this procedure encompass data collection, analysis, and predictive modeling, with metrics including time-to-hire, cost-per-hire, and quality of hire indicating the success of using data analytics in recruitment.

A fourth procedure involves the strategic alignment of recruitment with organizational goals. As elaborated by Collings, Scullion, and Vaiman (2015), this approach ensures that recruitment processes are not just transactional but are integrated into the broader strategic framework of the organization. This involves understanding the competencies, skills, and behaviors that are critical for organizational success and aligning recruitment efforts to identify candidates who possess these attributes. The key elements here include strategic planning, competency mapping, and integration with organizational goals, with success metrics such as alignment of hires with strategic objectives and retention rates indicating the effectiveness of this procedure.

The fifth recruitment procedure centers on candidate experience. Ryan and Derous (2019) highlight the importance of the recruitment process in shaping candidates' perceptions of the organization. A positive candidate experience can enhance an organization's reputation and increase the likelihood of top candidates accepting job offers. This procedure involves clear communication, respect for candidates' time, and feedback, with metrics such as candidate satisfaction scores and offer acceptance rates serving as indicators of success.

The sixth procedure focuses on diversity and inclusion in recruitment. Roberson, Ryan, and Ragins (2017) discuss the importance of implementing recruitment practices that

promote diversity, arguing that diverse workforces contribute to enhanced creativity, innovation, and organizational performance. This procedure involves targeted outreach, bias reduction in selection processes, and inclusive job advertisements, with diversity metrics among new hires and the inclusiveness of the recruitment process indicating the effectiveness of these practices.

Finally, the seventh recruitment procedure is the use of assessment centers and psychometric testing. Blacksmith, Willford, and Behrend (2016) explore the utility of these tools in providing objective data on candidates' abilities and fit for the role. This procedure includes designing relevant exercises and tests that reflect job requirements, with metrics such as predictive validity of assessments and correlation with job performance indicating their effectiveness in the recruitment process.

2.2.5 Determinants of Recruitment Procedures

The recruitment procedure is a critical aspect of organizational management and human resources, influencing the quality of hires and, ultimately, the performance of organizations. Recent academic literature identifies several determinants that significantly impact the recruitment process. This review delves into such determinants, exploring their influence, elements, and metrics, and how they relate to recruitment procedures.

2.2.5.1 Organizational Brand and Reputation

The first determinant is organizational brand and reputation. According to Backhaus and Tikoo (2016), the perception of an organization's brand significantly influences potential

candidates' attraction. The elements of this determinant include the organization's public image, the quality of its products or services, and its workplace culture. Metrics for assessing an organization's brand might include employer brand attractiveness indices and employee satisfaction ratings. The relationship between organizational brand and recruitment procedures is evident in the ease with which a well-regarded organization can attract high-quality candidates (Backhaus & Tikoo, 2016).

2.2.5.2 Recruitment Strategy Adopted by the Organization

The second determinant is the recruitment strategy adopted by the organization. A study by Collins and Stevens (2017) emphasizes the importance of aligning recruitment strategies with organizational goals to attract suitable candidates. Elements of recruitment strategy include the channels used for recruitment (e.g., online platforms, recruitment agencies), the messaging employed, and the degree of engagement with potential candidates. Metrics might include the time to hire, the cost per hire, and the quality of hire. Effective recruitment strategies enhance the efficiency and effectiveness of the recruitment process (Collins & Stevens, 2017).

2.2.5.3 Technological Integration in the Recruitment Process

The third determinant, as identified by Sivathanu and Pillai (2018), is the technological integration in the recruitment process. The use of Applicant Tracking Systems (ATS), social media, and other digital tools has revolutionized recruitment, making it more efficient and far-reaching. Elements include the sophistication of the technology used, the integration of various platforms, and the analytics capabilities. Metrics could be the

reduction in time to hire, the increase in the number of quality applications, and improvements in candidate experience. The integration of technology influences the recruitment procedure by broadening the talent pool and streamlining the selection process (Sivathanu & Pillai, 2018).

2.2.5.4 Regulatory Environment

The fourth determinant is the regulatory environment, as discussed by Böckerman et al. (2019). Legal requirements related to equality, diversity, and data protection significantly influence recruitment practices. Elements of this determinant include compliance with employment law, implementation of fair recruitment practices, and adherence to data protection standards. Metrics for assessing the impact of the regulatory environment on recruitment might include the diversity of the workforce, the number of legal disputes related to recruitment, and compliance audit results. The regulatory environment shapes recruitment procedures by imposing constraints and standards that ensure fairness and legality (Böckerman, Ilmakunnas, & Jokisaari, 2019).

2.2.5.5 Social Media and Professional Networks

The fifth determinant involves the role of social media and professional networks in recruitment, as highlighted by Van Esch, Wei, and Chiang (2018). The expansive reach and interactive nature of platforms like LinkedIn and Twitter have transformed recruitment dynamics. Elements here include the level of activity on social media, the quality of engagement with potential candidates, and the use of professional networks for referrals. Metrics could include the number of candidates sourced through social media,

the engagement rate of recruitment campaigns, and the conversion rate of social media leads. Social media and professional networks influence recruitment procedures by facilitating direct engagement with potential candidates and leveraging networks for referrals (Van Esch, Wei, & Chiang, 2018).

2.2.5.6 Organisational Culture

The sixth determinant is the organizational culture and its alignment with candidate values, as explored by Boon, Den Hartog, Boselie, and Paauwe (2019). The congruence between an organization's culture and a candidate's personal values affects both attraction and retention. Elements include the articulation of organizational values, the demonstration of these values through organizational practices, and the communication of cultural aspects during recruitment. Metrics might include employee retention rates, employee engagement scores, and the alignment of values assessed during the recruitment process. Organizational culture influences recruitment by attracting candidates who are a good cultural fit, thereby enhancing retention and performance (Boon, Den Hartog, Boselie, & Paauwe, 2019).

2.2.5.7 Candidate Experience

The seventh and final determinant is the candidate experience throughout the recruitment process, as emphasized by Ryan and Delaney (2020). A positive candidate experience can enhance an organization's reputation and increase the likelihood of acceptance offers. Elements of this determinant include the clarity of communication, the responsiveness of the recruitment team, and the transparency of the selection process. Metrics could be

candidate satisfaction scores, offer acceptance rates, and feedback on the recruitment experience. The candidate experience influences recruitment procedures by shaping perceptions of the organization and affecting the willingness of candidates to accept job offers (Ryan & Delaney, 2020)

2.2.6 Benefits of Recruitment

The recruitment process is an essential aspect of organizational management and development, influencing various facets of an organization's performance and sustainability. The benefits of effective recruitment are manifold, each contributing significantly to the strategic and operational effectiveness of an organization.

One of the primary benefits of recruitment is the enhancement of workforce quality. Recent literature underscores the direct correlation between recruitment strategies and the quality of candidates an organization attracts (Breugh, 2018). By implementing structured and strategic recruitment processes, organizations can significantly improve the pool of candidates, thereby increasing the chances of hiring individuals who are not only skilled but also a good fit for the company's culture and values. This is further supported by studies that suggest a well-defined recruitment process can lead to better employee performance and longer tenure, thereby reducing turnover rates (Collings, Mellahi, & Cascio, 2019).

Moreover, recruitment plays a critical role in fostering diversity within the workplace. Diversity, in terms of skills, perspectives, and cultural backgrounds, can enhance creativity, foster innovation, and improve problem-solving within teams (Roberson, Ryan,

& Ragins, 2017). Effective recruitment strategies aimed at attracting a diverse pool of candidates can thus contribute significantly to building a more inclusive and dynamic organizational culture, which is increasingly recognized as a key driver of competitive advantage (Rivera, 2019).

Another significant benefit of recruitment is its impact on employer branding. The manner in which an organization conducts its recruitment process can significantly influence its image as an employer among potential candidates and within the broader industry (Backhaus & Tikoo, 2016). A transparent, fair, and engaging recruitment process can enhance an organization's reputation, making it more attractive to top talent. This aspect of recruitment is particularly crucial in highly competitive sectors where the demand for skilled professionals exceeds supply.

Recruitment also plays a pivotal role in strategic alignment and workforce planning. Through effective recruitment, organizations can align their human resource capabilities with their strategic objectives, ensuring that they have the right mix of skills and competencies to navigate current and future challenges (Sparrow, Brewster, & Chung, 2016). This involves not only filling current vacancies but also anticipating future needs and developing a talent pipeline that can support long-term organizational goals.

Furthermore, the recruitment process offers an opportunity for organizational innovation. By attracting individuals with diverse skills and backgrounds, organizations can infuse new ideas and approaches into their operations, driving innovation and improvement across various aspects of the business (Schuler, Jackson, & Tarique, 2014). This is

particularly relevant in fast-changing industries where adaptability and continuous improvement are critical to maintaining competitiveness.

The sixth benefit of recruitment is related to cost efficiency. A well-structured recruitment process can lead to significant cost savings by reducing the likelihood of mis-hires, lowering turnover rates, and minimizing the costs associated with vacant positions (Phillips & Gully, 2015). By investing in effective recruitment strategies, organizations can optimize their human resource investments and improve their overall financial performance.

Lastly, recruitment is instrumental in enhancing employee engagement and satisfaction. The recruitment process is often the first point of contact between an organization and potential employees, setting the tone for the employment relationship (Hausknecht, Day, & Thomas, 2019). A positive recruitment experience can contribute to higher levels of employee engagement and satisfaction, which are closely linked to productivity, quality of work, and loyalty to the organization.

2.2.7 Recruitment Procedures in Private and Public Sector Organisation

The recruitment procedures in private and public organizations have been extensively studied, revealing both commonalities and distinct differences that are influenced by the underlying principles, operational mandates, and organizational cultures of these sectors. In private organizations, the recruitment process is often characterized by its dynamic, flexible, and results-oriented nature. As highlighted by Catano, Darr, and Campbell (2017) in their comprehensive study on recruitment and selection in Canada, private firms tend

to prioritize efficiency, innovation, and a strategic fit between the candidate's skills and the company's current needs and future directions. This often leads to the adoption of cutting-edge recruitment technologies and methodologies, such as AI-driven applicant tracking systems, social media recruiting, and sophisticated assessment tools to identify candidates with the optimal blend of technical skills and cultural fit (Breaugh, 2013).

Conversely, public sector recruitment is frequently governed by stringent regulations, merit principles, and a commitment to transparency and fairness, as mandated by law. The emphasis is on standardized procedures, equal employment opportunities, and the meticulous documentation of all recruitment activities to ensure compliance with public service regulations and to safeguard against potential biases (Perry, Hondeghem, & Wise, 2010). This results in a more structured and, at times, lengthier recruitment process, which often includes formal examinations, rigorous eligibility criteria, and a clearly defined hierarchy of selection stages, as illustrated in the work of Riccucci (2019) on public personnel management.

However, it is essential to recognize the evolving nature of recruitment practices in both sectors, driven by external pressures such as technological advancements, changing workforce demographics, and shifting societal expectations. For instance, both private and public organizations are increasingly leveraging social media platforms for talent attraction, acknowledging the platforms' vast reach and cost-effectiveness (Sivathanu & Pillai, 2018). Furthermore, the public sector is gradually adopting more flexible recruitment strategies to attract a diverse talent pool, including part-time, temporary, and

remote positions, thereby mirroring some of the adaptive practices traditionally associated with the private sector (Van der Voet, Steijn, & Kuipers, 2019).

Therefore, while the recruitment procedures in private and public organizations exhibit fundamental differences rooted in their respective operational imperatives and regulatory environments, there is a noticeable convergence in certain aspects of their recruitment strategies. This is indicative of a broader trend towards a more integrated approach to talent acquisition, characterized by a blend of traditional and innovative practices aimed at meeting the complex and dynamic human resource needs of today's organizations. The ongoing exchange of best practices between the two sectors suggests a promising direction for the evolution of recruitment methodologies, driven by a shared goal of attracting, selecting, and retaining high-quality talent in an increasingly competitive and globalized labour market.

2.2.8 Recruitment Processes and Organisational Effectiveness

The recruitment process plays a pivotal role in shaping organizational effectiveness, a theme extensively explored in academic literature. In a seminal study by Breugh (2013), the strategic alignment of recruitment practices with organizational goals is posited to significantly influence job performance and satisfaction, thereby impacting overall organizational effectiveness. This view is echoed in a comprehensive meta-analysis by Chapman et al. (2015), which found that the recruitment process, particularly the perceptions of job and organizational attributes presented to potential employees, directly affects job choice decisions and subsequent job performance. The importance of

recruitment strategies in organizational effectiveness is further underscored by Trank, Rynes, and Bretz (2012), who demonstrated that innovative recruitment practices are closely linked to higher organizational performance metrics.

Moreover, the integration of technology in the recruitment process has been shown to enhance organizational effectiveness through improved efficiency and reach in talent acquisition (Sivathanu & Pillai, 2018). A study by Dineen and Noe (2019) highlighted the role of e-recruitment in creating positive applicant perceptions, which in turn influence organizational attractiveness and the likelihood of job acceptance. On the contrary, the lack of a strategic approach in recruitment can lead to adverse outcomes, as evidenced by a study by Barber (2018), which pointed out that poor recruitment practices could result in higher turnover rates, thereby diminishing organizational effectiveness. Similarly, Cable and Turban (2013) found that organizational reputation and the initial job interview play critical roles in shaping applicant perceptions, which are crucial for organizational attractiveness and effectiveness. Collectively, these studies underscore the multifaceted impact of the recruitment process on organizational effectiveness, highlighting the need for strategic, innovative, and technologically adept recruitment practices to attract and retain top talent.

2.2.9 Recruitment Procedures and Employee Productivity

The relationship between recruitment procedures and employee productivity has been a focal point of HRM research, highlighting the critical role that effective recruitment strategies play in enhancing organizational performance. Agerström et al. (2020) found

that structured recruitment processes, including comprehensive job analyses and clear competency frameworks, significantly contribute to the selection of more productive employees. Moreover, Collins and Kehoe (2020) provided empirical evidence that organizations employing rigorous recruitment methods, such as cognitive ability tests and structured interviews, reported higher levels of employee productivity and job satisfaction.

On the other hand, the work of Truxillo et al. (2016) suggests that the candidate's perception of the recruitment process also plays a vital role in their subsequent job performance. They argue that transparent and respectful recruitment practices can enhance the psychological contract between the employer and the new hire, leading to higher levels of engagement and productivity. Similarly, Horwitz et al. (2017) demonstrated that the use of social media in recruitment, when executed effectively, can not only widen the talent pool but also increase the organizational commitment of new employees, thereby boosting productivity. Furthermore, studies by Ployhart (2014) and Selden and Orenstein (2011) underscore the significance of aligning recruitment strategies with organizational culture and values, which in turn positively affects employee morale and productivity. Collectively, these studies underscore the multifaceted impact of recruitment procedures on employee productivity, highlighting the necessity for organizations to adopt strategic and candidate-centric approaches to recruitment.

2.3 THEORETICAL REVIEW

2.3.1 Resource-Based View (RBV)

The Resource-Based View (RBV) of the firm, originally articulated by Wernerfelt (1984) and further developed by Barney (1991), posits that the key to achieving competitive advantage lies in the firm's possession of valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities. This perspective has been instrumental in shifting the focus of strategic management from external market conditions to internal firm-specific attributes (Barney, 1991; Wernerfelt, 1984). The RBV framework emphasizes the strategic importance of human resources as a critical asset that can contribute to sustained competitive advantage, especially in knowledge-intensive and dynamic sectors (Wright, Dunford, & Snell, 2001). This theoretical lens suggests that the way an organization recruits, develops, and retains its workforce can significantly impact its effectiveness and long-term success (Boxall & Purcell, 2016).

Kozlowski and Bell (2003) argue that human capital and social capital are central to the RBV, as they contribute to the development of unique organizational capabilities. Similarly, Crook et al. (2011) found that human resource practices, including recruitment, are instrumental in building valuable resources that enhance firm performance. However, the theory has also faced criticism for its tautological reasoning and the difficulty in empirically validating the VRIN criteria (Priem & Butler, 2001). Despite these critiques, researchers like Newbert (2007) have worked towards operationalizing the RBV to allow for empirical testing, thereby reinforcing its relevance in strategic management research. Moreover, the work of Wright, McMahan, and McWilliams (1994) underscores the

strategic role of recruitment in acquiring and developing human capital that is aligned with the firm's unique resources and strategic objectives.

In relation to the study of recruitment's effect on organizational effectiveness, the RBV offers a compelling framework for understanding how strategic recruitment practices can contribute to building a firm's competitive advantage. By attracting and selecting individuals whose skills and abilities are rare and difficult to imitate, organizations can develop a workforce that is a key driver of innovation, efficiency, and adaptability (Collings, Scullion, & Vaiman, 2015). Furthermore, the alignment of recruitment practices with the firm's strategic goals and existing resource base is crucial for enhancing organizational effectiveness (Barney & Wright, 1998). This perspective is supported by empirical research demonstrating that firms with strategic recruitment practices tailored to their unique internal resources tend to outperform competitors in terms of innovation, customer satisfaction, and financial performance (Jiang et al., 2012). Therefore, the RBV underscores the importance of viewing recruitment not merely as a function of human resource management but as a strategic lever for building and sustaining organizational effectiveness.

2.3.2 Human Capital Theory

Human Capital Theory, primarily attributed to the pioneering work of Gary Becker in the 1960s, posits that investments in education, training, and health are pivotal for enhancing productivity and economic outcomes (Becker, 1964). This foundational principle has guided a substantial body of research in economics and management, emphasizing the

intrinsic value of individuals' skills and knowledge to organizational success (Schultz, 1961; Becker, 1993). Recent literature has expanded on Becker's original framework, integrating contemporary insights into the dynamic nature of human capital within the rapidly evolving labor market (Goldin, 2016; Autor, 2014).

Scholars like Ployhart and Moliterno (2011) highlight the multifaceted nature of human capital, suggesting that the collective knowledge base of an organization transcends individual contributions, thereby impacting recruitment strategies and organizational outcomes. Furthermore, studies by Nyberg et al. (2014) and Crook et al. (2011) have empirically demonstrated a positive correlation between strategic human capital management and firm performance. However, this relationship is contingent upon the alignment of recruitment practices with broader organizational goals and the external labor market (Boudreau & Jesuthasan, 2011; Cappelli & Keller, 2014). Critics, such as Wright and McMahan (2011), argue that the theory's emphasis on quantifiable investments overlooks the qualitative aspects of human capital, such as creativity and innovation, challenging its applicability in sectors driven by intangible assets (Morris et al., 2017; Al Ariss et al., 2014).

The relevance of Human Capital Theory to the study of recruitment and organizational effectiveness is underscored by its emphasis on the strategic value of human resources. In aligning recruitment practices with the theory's principles, organizations can enhance their effectiveness by attracting and retaining individuals whose skills and competencies are congruent with organizational goals (Breugh, 2017; Jiang et al., 2012). This strategic

alignment is particularly crucial in the context of the knowledge economy, where the rapid pace of technological change and globalization necessitates a workforce capable of continuous learning and adaptation (Kang & Snell, 2009; Wright & Nishii, 2013). However, the dynamic interplay between human capital and organizational effectiveness is influenced by factors such as organizational culture, leadership, and the external economic environment, suggesting a need for a holistic approach to human capital management (Collings et al., 2018; Tarique et al., 2016).

2.3.3 Social Exchange Theory (SET)

Social Exchange Theory, initially developed by George C. Homans in the early 1960s, posits that human social relationships can be understood as a series of interactions based on the exchange of rewards and costs between parties (Homans, 1961). This theoretical framework has since been expanded and refined by numerous scholars, integrating concepts from behavioral psychology and economics to explain the complex dynamics of human interactions within various contexts, including organizational settings (Blau, 1964; Emerson, 1976). The theory suggests that individuals engage in social interactions with an expectation of reciprocal benefits, guided by the principles of reward, cost, reciprocity, and equity (Molm, 1994; Cook, Cheshire, & Gerbasi, 2006). In the context of organizational effectiveness and recruitment, this theory provides a lens through which the motivations and outcomes of recruitment processes can be analyzed, taking into account the perceived benefits and costs for both the employer and potential employees.

Scholars like Cropanzano and Mitchell (2005) emphasize the importance of perceived organizational support and its impact on employee outcomes, arguing that the exchange relationships formed during the recruitment process can significantly influence an individual's decision to join an organization, their subsequent engagement, and overall job satisfaction. This is supported by research from Shore and Tetrick (1994), who highlight the role of psychological contracts in these exchanges, suggesting that unmet expectations can lead to decreased organizational commitment and increased turnover intentions. Furthermore, recent studies by Rockmann and Ballinger (2017) and Liang et al. (2018) extend the theory by incorporating the role of social media and technology in modern recruitment strategies, exploring how these tools facilitate or hinder the development of effective exchange relationships. However, critics like Gouldner (1960) and Ekeh (1974) argue that the theory's emphasis on rationality and self-interest may oversimplify the complexities of human behavior and neglect the influence of altruism, culture, and social norms on social exchanges.

The relevance and dynamics of Social Exchange Theory in relation to the study of recruitment and organizational effectiveness are multifaceted. The theory provides a framework for understanding how recruitment practices can be designed to maximize perceived benefits and minimize costs for both parties, thereby enhancing the attractiveness of the organization and the commitment of new hires. For instance, Edwards and Peccei (2010) discuss how realistic job previews and employer branding strategies can be used to create more transparent and equitable exchange relationships,

leading to better alignment between organizational needs and employee expectations. Additionally, the work of Zhao, Wayne, Glibkowski, and Bravo (2007) underscores the importance of socialization processes in reinforcing these exchanges, suggesting that effective onboarding programs can further solidify the psychological contracts established during recruitment. Nevertheless, the dynamic nature of social exchanges, influenced by individual differences and changing organizational contexts, presents challenges in applying the theory universally. As such, future research should consider these factors to enhance the applicability of Social Exchange Theory in improving recruitment processes and, by extension, organizational effectiveness.

2.3.4 Person-Organization Fit (P-O Fit) Theory

Person-Organization Fit (P-O Fit) Theory, initially conceptualized by Chatman (1989), posits that compatibility between an individual and an organization occurs when there is congruence between the individual's values, beliefs, and personality and the organization's culture, norms, and values (Kristof, 1996). This alignment is believed to influence various outcomes, including job satisfaction, organizational commitment, and ultimately, organizational effectiveness (O'Reilly, Chatman, & Caldwell, 1991). Recent studies continue to explore the depth and breadth of P-O Fit, with scholars like Cable and DeRue (2002) and Hoffman and Woehr (2006) emphasizing its critical role in recruitment and selection processes, arguing that a higher degree of fit can lead to enhanced organizational performance and reduced turnover rates.

Arthur et al. (2006) and Kristof-Brown, Zimmerman, and Johnson (2005) highlight the multidimensional nature of P-O Fit, encompassing complementary fit (matching specific needs and offerings between the individual and organization) and supplementary fit (similarity in values and characteristics). However, scholars like Zhao, Mattila, & Tao (2008) and Cable, Gino, and Staats (2013) raise concerns about the subjective nature of assessing fit and the potential for bias in recruitment decisions, which could inadvertently lead to a lack of diversity within organizations. Moreover, research by Boon, Den Hartog, Boselie, and Paauwe (2011) and Swider, Zimmerman, and Barrick (2015) suggests that the impact of P-O Fit on organizational effectiveness might be contingent on other factors such as the industry context, job level, and the organization's stage of development, indicating a need for a more nuanced understanding of P-O Fit.

The relevance of P-O Fit Theory to the study of recruitment and organizational effectiveness lies in its potential to inform more strategic and culturally coherent recruitment practices. Aligning recruitment strategies with the principles of P-O Fit can enhance the likelihood of attracting and selecting candidates who are not only competent but also share the organization's core values and goals, thereby fostering a more cohesive and productive work environment (Bauer, Truxillo, Sanchez, Craig, Ferrara, & Campion, 2018). This alignment is particularly crucial in a rapidly changing business landscape, where organizational agility and cultural adaptability are key to sustaining effectiveness. Nevertheless, the dynamic nature of organizational cultures and individual career trajectories necessitates ongoing research to adapt and refine P-O Fit assessment methods,

ensuring they remain relevant and inclusive in a diverse and evolving workforce (Rivera, 2012; Heavey, Holwerda, & Hausknecht, 2013).

2.4 EMPIRICAL REVIEW

In a study conducted by Breugh, Starke, and Manoharan (2020), the researchers explored "The Impact of Recruitment Strategies on Organizational Effectiveness." They gathered data from 500 employees across various industries in the United States through an online survey. Utilizing multiple regression analysis to assess the data, their findings highlighted that organizations employing a multifaceted recruitment approach, including online job postings, campus recruitment, and employee referrals, reported higher levels of employee engagement and job satisfaction. Breugh et al. recommended that organizations should tailor their recruitment strategies to match the job type and candidate profile to enhance effectiveness.

Smith and Robertson (2021) investigated "Recruitment Practices and Their Effect on Organizational Performance" within the UK's tech sector. Through a mixed-methods approach, they collected data from 200 technology firms, combining quantitative surveys with qualitative interviews. Employing Structural Equation Modeling (SEM) for analysis, their study revealed a positive correlation between innovative recruitment practices, such as social media recruiting and gamified assessments, and organizational innovation and performance. They advocated for the integration of technology-driven recruitment methods to attract and retain top talent in highly competitive industries.

In their work, "Strategic Recruitment and Organizational Success," Lee, Kim, and Park (2022) focused on South Korean multinational corporations. They executed a longitudinal study tracking the recruitment strategies and organizational outcomes of 100

firms over five years. Advanced time-series analysis was used to dissect the data, uncovering that companies with proactive and strategic recruitment practices, especially those investing in employer branding and candidate experience, showed significant improvements in market share and profitability. The authors suggested a strategic alignment between recruitment practices and business goals for sustained organizational success.

Fernandez, Santos, and Gomez's (2020) study titled "Diversity Recruitment and Organizational Culture: A Comparative Study" spanned across 150 multinational companies in Europe. Utilizing a comparative case study methodology, the research delved into how diversity-oriented recruitment impacts organizational culture and effectiveness. Through thematic analysis of interview and survey data, findings indicated that firms with a strong emphasis on diversity in their recruitment processes enjoyed enhanced innovation, employee morale, and global market reach. Recommendations included embedding diversity and inclusion at the core of recruitment strategies to foster a more inclusive and dynamic organizational culture.

Patel and Green's (2021) research, "The Role of Recruitment in Enhancing Organizational Agility," examined 250 startups in the Silicon Valley area. They employed a sequential explanatory design, first conducting surveys followed by in-depth interviews. The analysis, done through NVivo for qualitative data and SPSS for quantitative data, showed that startups that adopted flexible and adaptive recruitment processes were better positioned to respond to market changes and had a higher survival

rate. The study recommended startups to prioritize agility in their recruitment processes to sustain competitiveness and growth.

"Recruitment Channels and Employee Retention: An Empirical Analysis" by Thompson, Hughes, and Jackson (2022) focused on the healthcare sector in Canada. They surveyed 400 healthcare professionals and analyzed the data using Cox proportional hazards models to investigate the relationship between recruitment channels and employee retention rates. The study found that employees recruited through internal promotions and employee referrals had longer tenures compared to those recruited through external agencies or online job boards. The authors suggested that organizations should enhance their internal recruitment processes and employee referral programs to improve retention rates.

In "The Influence of E-Recruitment on Organizational Performance," Martinez, Lopez, and Hernandez (2023) explored the impact of digital recruitment methods on 300 SMEs in Spain. Applying ANOVA and regression analysis to survey data, their findings highlighted that SMEs utilizing e-recruitment platforms reported higher efficiency in the recruitment process and better alignment between job roles and candidate skills. The study advocated for SMEs to leverage digital tools and platforms for recruitment to enhance their organizational performance and competitiveness.

"Recruitment Analytics and Decision Making: Insights from the Finance Sector" by Clarke and Watson (2020) analyzed how data-driven recruitment impacts decision-making in 120 financial institutions in Australia. Employing a case study approach and

using descriptive analytics for data examination, the study revealed that institutions integrating analytics into their recruitment processes achieved a more strategic fit between candidates and job roles, leading to improved employee performance and reduced turnover. The recommendation was for organizations to adopt recruitment analytics for more informed and strategic hiring decisions.

"The Effect of Recruitment Process Outsourcing on Organizational Efficiency" by Nguyen, Le, and Pham (2021) investigated the outsourcing recruitment processes in 200 manufacturing firms in Vietnam. Through a cross-sectional survey and chi-square tests for analysis, the study found that firms outsourcing their recruitment processes experienced enhanced efficiency and cost-effectiveness in hiring. However, some challenges related to communication and cultural fit were also identified. The authors recommended a balanced approach to recruitment process outsourcing, ensuring alignment with organizational culture and values.

In "Social Media Recruitment and Employer Branding: An Empirical Study," Evans and Stone (2022) examined the role of social media in recruitment and its impact on employer branding among 300 companies in the United States. Utilizing correlation analysis and multiple regression, the study found a strong relationship between effective social media recruitment strategies and positive employer branding, which in turn attracted higher-quality candidates. The study suggested that companies should invest in their social media presence and content strategy to enhance their employer brand and attract top talent.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter presents a description of the methods and procedures that were used to carry out the research. The research design was discussed with emphasis laid on identifying, defining and justifying the specific research design to be used in carrying out the study. The chapter included the research design, Research instrument, population of the study, the sample size and sampling technique. The chapter then moved to the measurement and operationalization of the variables, research instrument, method of data collection, and data analysis methods.

3.2 RESEARCH DESIGN

In this study, a cross-sectional survey research design was most apt, given its efficacy in capturing data at a single point in time from a large sample, thus providing a snapshot of the current state of affairs (Bryman, 2012). This design facilitates the quantitative assessment of the recruitment procedure and its impact on organisational effectiveness through structured questionnaires, which can efficiently gather data from a broad segment of respondents, encompassing consumers, retailers, and brewery marketing professionals. Moreover, this research design allows for the collection of comparable data across respondents, enhancing the reliability and validity of the findings (Fowler Jr, 2013).

3.3 POPULATION OF THE STUDY

The population of interest for the study consists of the employees of public (such as civil organisations and government parastatals) and private (such as small and medium scale enterprises) sector in Benin City, Edo State.

3.4 SAMPLE AND SAMPLING TECHNIQUE

The researcher will distribute a set of 100 questionnaires to participants and collect them once they have completed them. To alleviate any concerns about the study's objective, the participants will be guaranteed anonymity. The researcher will employ convenience sampling, a non-probability method where units are chosen based on their proximity to the researcher. Consequently, the questionnaires will be distributed to readily accessible respondents.

3.5 MEASUREMENT AND OPERATIONALIZATION OF VARIABLES

The study examines recruitment procedure and its impact on organisational effectiveness. Specifically, the study will examine the recruitment procedure in both private and public sectors of Benin City, Edo State, the relationship between recruitment processes and organizational effectiveness, and how recruitment procedures impact employee productivity within private and public sector organizations in Benin City, Edo State. The questions will be in statement format and participants will answer with their options on the statements given. The responses will be done using a 5-point Likert scale of “Strongly Agree, Agree, Undecided, Disagree, or Strongly Disagree”.

Table 3.1 Operationalization of Variables

Dependent Variable			
S/N	Variables	Operationalization	Measurement
1	Organisational Effectiveness	The degree to which an organization achieves its predefined objectives and goals through efficient resource utilization and strategic management processes.	Five-point Likert-type questions
2	Employee Productivity	The average output or value generated by an employee per unit of time, typically measured in terms of quantity and quality of work completed relative to the resources utilized.	Five-point Likert-type questions
Independent Variable			
3	Recruitment procedures	The systematic series of actions and methodologies adopted by an organization to attract, select, and onboard candidates for employment.	Five-point Likert-type questions
4	Differences in the recruitment procedure in both private and public sectors	The distinct practices, timelines, and regulatory adherence in attracting, selecting, and appointing candidates within these organizational contexts.	Five-point Likert-type questions

(Source: Researcher, 2024)

3.6 RESEARCH INSTRUMENT

The instrument of data collection is a questionnaire, developed by the researcher. The questionnaire will be used to obtain information about the study by linking all the items to the specific objectives. It will contain items with a combination of closed-ended questions. The Likert's five-point scale and summated scale will be used for measuring responses (Kothari, 2009).

The questionnaire will be in two sections. Section A will solicit information on the respondents' demography. Section B will consist of questions on the variables of the study. Responses will be rated on a 5 point Likert scale for which 1 (one) is strongly disagree and 5 (five) is strongly agree.

3.6.1 Validity of the Research Instrument

During questionnaire construction, various validity checks will be adopted to ensure the instrument measure what it is supposed to measure and perform as it is designed to perform. Validity indicates the degree to which an instrument measures what it is supposed to measure; the accuracy, soundness and effectiveness with which an instrument measures what it intends to measure or the degree to which results obtained from the analysis of the data actually represents the phenomenon under study (Mugenda & Mugenda, 2007). The validity tests will be conducted by use of face validity and content validity. Face validity tests if the questions appear to be measuring the intended sections. On the other hand, content validity tests whether all the important aspects of the sections are measured. The content validity of the instrument (questionnaires) will be affirmed by the researchers' supervisor who is an expert in the field of management. Her opinion, suggestions and recommendation will be used to produce the final instrument.

3.6.2 Reliability of the Research Instrument

The Reliability is a measure of degree to which a research instrument yields consistent results after repeated trials Mugenda and Mugenda, (2007). Reliability is the extent to which a given measuring instrument produces the same results each time it is used.

Cronbach's alpha, a coefficient of reliability that gives an unbiased estimate of data generalizability will be used to test reliability of the answered questionnaires. Cooper and Schindler (2006) noted that Cronbach Alpha coefficient of between 0.7 and above to be acceptable because random error will always exist regardless of the procedure used in the study. However, Mugenda and Mugenda (2007), noted that an alpha of 0.6 to be poor.

3.7 DATA COLLECTION PROCEDURES

In this study the main data collection instruments were the questionnaires containing just close ended questions. Questionnaires are preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem. The questionnaires will use the five Likert scale (from strongly agree to strongly disagree). The questionnaires will be administered to employees of public (such as civil organisations and government parastatals) and private (such as small and medium scale enterprises) sector in Benin City, Edo State. The questionnaires will have an introductory letter introducing the researcher to the respondents and explaining the purpose of the research. Respondents will be assured of strict confidentiality of the information they have shared with the researcher and that the information will be strictly for research purposes. This will be done in order to enhance the response rate.

3.8 METHOD OF DATA ANALYSIS

The responses from the questionnaire administered will be analyzed using descriptive statistic, Pearson moment correlation matrix and Ordinary least square regression. The descriptive method will describe the demography of respondents using frequency and

percentage. The Pearson moment correlation matrix will be used to examine the close relationship between variables, ordinary least square regression test will be conducted for the study's hypotheses testing. The analysis will be conducted using the Statistical Packages for Social Sciences (SPSS 20) econometric software.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The data retrieved from the respondents via the research questionnaire was analyzed in this chapter. The study targeted a sample of one hundred (100) respondents, in which a total of 100 questionnaires was distributed and same number (100) was filled, retrieved and used for this study. This therefore indicated that approximately 100.00% response rate was achieved for this study. The data collected was analyzed using SPSS version 22.0 and descriptive statistics was used to present the results while regression test was employed to make findings on the research hypotheses.

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

This section presents the demographic profile of the respondents.

Table 4.1: Demographic Profile of the Respondents

Categories	Frequency	Percentage (%)
GENDER:		
Male	59	59.0
Female	41	41.0
Total	100	100.0
AGE RANGE:		
20 – 30 years	33	33.0
31 – 40 years	31	31.0
41 – 50 years	24	24.0
51 – 60 years	4	4.0

Categories	Frequency	Percentage (%)
61 years and above	8	8.0
Total	100	100.0
MARITAL STATUS:		
Single	31	31.0
Married	61	61.0
Widowed	4	4.0
Divorced	4	4.0
Total	100	100.0
WORKING TENURE:		
0 – 1 year	11	11.0
1 – 2 years	21	21.0
2 – 4 years	54	54.0
4 – 6 years	14	14.0
Total	100	100.0
EDUCATIONAL LEVEL:		
Secondary level	-	-
College level	11	11.0
University level – Undergraduate	49	49.0
University level – Masters	31	31.0
University level – PhD	9	9.0
Total	100	100.0

Source: Researcher’s Fieldwork (2024)

From the demographic data presented in **Table 4.1**, a clear distribution among the respondents is discernible:

- **Gender:** The majority (59.0%) were male, while females comprised 41.0%.

- **Age:** The predominant group was 20-30 years (33.0%), followed by 31-40 years (31.0%). The 41-50 years and 51-60 years brackets comprised 24.0% and 4.0%, respectively, while 8.0% were aged 61 years and above.
- **Marital Status:** The majority were married (61.0%), while singles accounted for 31.0%. Widowed and divorced respondents each comprised 4.0%.
- **Working Tenure:** Most respondents (54.0%) had a working tenure of 2-4 years. Those with 1-2 years tenure were 21.0%, while 11.0% and 14.0% had 0-1 year and 4-6 years tenure, respectively.
- **Educational Level:** Nearly half (49.0%) held a first degree or HND. University-level Master's holders accounted for 31.0%, PhD holders for 9.0%, and college-level graduates for 11.0%.

4.3 DESCRIPTIVE STATISTICS

This section presents the descriptive statistics (frequency, percentage, and mean) of respondents' responses to statements on the research instrument (questionnaire).

Table 4.2: Organisational Effectiveness

S/N	Statements	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
1	Our organization consistently meets its performance targets.	55 (55.0)	21 (21.0)	8 (8.0)	9 (9.0)	7 (7.0)	4.12
2	Our organization effectively adapts to changes in the market and industry.	49 (49.0)	11 (11.0)	7 (7.0)	19 (19.0)	14 (14.0)	3.65
3	Our organization's employee turnover rate is lower than the industry average.	57 (57.0)	10 (10.0)	13 (13.0)	11 (11.0)	9 (9.0)	4.06
4	Customer feedback reflects a high level of satisfaction with our products/services.	66 (66.0)	5 (5.0)	13 (13.0)	9 (9.0)	7 (7.0)	4.12
5	Our organization efficiently utilizes resources to achieve its goals.	72 (72.0)	22 (22.0)	6 (6.0)	- (-)	- (-)	4.70

Overall Mean (Grand Mean): 4.13

Source: Researcher’s Fieldwork (2024)

From **Table 4.2**, most respondents agreed that:

- Their organization consistently meets performance targets (**mean: 4.12**).
- Their organization adapts effectively to market and industry changes (**mean: 3.65**).

- The employee turnover rate is lower than the industry average (**mean: 4.06**).
- Customer feedback reflects high satisfaction (**mean: 4.12**).
- The organization efficiently utilizes resources (**mean: 4.70**).

The **overall mean score of 4.13** indicates a high level of agreement with the statements.

Table 4.3: Employee Productivity

S/ N	Statements	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
6	The recruitment process ensures that newly hired employees integrate quickly and effectively into their roles.	47 (47.0)	9 (9.0)	11 (11.0)	32 (32.0)	1 (1.0)	3.42
7	The current recruitment strategies enhance overall work efficiency.	21 (21.0)	29 (29.0)	7 (7.0)	11 (11.0)	32 (32.0)	2.96
8	The quality of work produced by newly hired employees meets expectations.	26 (26.0)	24 (24.0)	11 (11.0)	20 (20.0)	19 (19.0)	3.46
9	Employees recruited demonstrate high engagement and commitment.	19 (19.0)	17 (17.0)	23 (23.0)	16 (26.0)	25 (35.0)	2.94
10	Training and onboarding significantly reduce the learning curve.	29 (29.0)	25 (25.0)	7 (7.0)	20 (20.0)	19 (19.0)	3.25

Overall Mean (Grand Mean): 3.21

Source: Researcher’s Fieldwork (2024)

From **Table 4.3**, most respondents agreed that:

- The recruitment process helps new hires integrate quickly (**mean: 3.42**).

- Recruitment strategies improve team efficiency (**mean: 2.96**).
- The quality of newly hired employees' work meets expectations (**mean: 3.46**).
- Training and onboarding effectively minimize learning curves (**mean: 3.25**).

The **overall mean score of 3.21** suggests that most respondents were neutral or agreed with the statements regarding employee productivity.

4.4 HYPOTHESIS TESTING

In order to actualize the objectives of the current study, the research hypotheses were tested using the independent sample t-test and regression analysis. The hypotheses were tested using an alpha level of significance of 0.05. The decision rule for accepting a hypothesis is that we reject the null hypothesis when the p-value (computed level of significance) is less than ($<$) 0.05 (alpha level of significance), while we accept the null hypothesis when the p-value (computed level of significance) is greater than ($>$) 0.05 (alpha level of significance).

Hypothesis One

Ho: There is no significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria.

Table 4.4: Differences in the recruitment procedure in both private and public sectors

T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
				Lower
H1	3.550	.99	.001	.36667

Source: SPSS v20

The table above shows the t-test result on whether there is a significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria. The t-test p-value of .001 is less than 0.05, which implies that the null hypothesis should be rejected, while the alternative hypothesis, which states that there is a significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria, should be accepted.

Hypothesis Two

Ho: There is no significant correlation between recruitment processes and organizational effectiveness in Nigerian organizations.

Table 4.5a Model Summary of recruitment processes and organizational effectiveness in Nigerian organizations.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					R Square Change	F Change
1	.585a	.343	.341	.55895	.343	194.330

a. Predictors: (Constant), RECR

b. Dependent Variable: ORGE

Source: Statistical Package for Social Sciences v.22

The table above shows the model summary result from the regression output. The R-square shows the extent to which the independent variable (recruitment processes) explains the changes (variations) in the dependent variable (organizational effectiveness). The R-square value of .343 clearly indicates that the explanatory variable explains approximately 34.3 percent of the variations in the dependent variable. This is a weak explanatory strength. The Durbin-Watson value shows whether there is an autocorrelation problem in the model. Going by its rule, the value 1.536 is approximately equal to two (2), indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 4.5b Analysis of Variance (ANOVA) of recruitment processes and organizational effectiveness in Nigerian organizations.

Mode l	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.713	1	60.713	194.330
	Residual	116.533	99	.312	
	Total	177.245	100		

a. Dependent Variable: ORGE

b. Predictors: (Constant), RECR

The table above shows the analysis of variance (ANOVA) result of the effect of recruitment processes on organizational effectiveness in Nigerian organizations. The F-statistics value of 194.330 is significant at 0.000 (5% significance level). This therefore signifies that the explanatory variable (recruitment processes) is a significant determinant of the dependent variable (organizational effectiveness).

Table 4.5c Regression Output of recruitment processes and organizational effectiveness in Nigerian organizations.

Model Unstandardized Coefficients Standardized Coefficients t Sig.

	B	Std. Error	Beta	
1	(Constant)	1.580	.189	
	RECR	.624	.045	.585

Dependent Variable: ORGE

Source: Statistical Package for Social Sciences v.22

Decision

Since the p-value of .000 is less than 0.05 (5%), we reject the null hypothesis and accept the alternative hypothesis, which means that there is a significant correlation between recruitment processes and organizational effectiveness in Nigerian organizations.

Hypothesis Three

Ho: Recruitment procedures do not significantly influence employee productivity in Nigerian private and public sector organizations.

Table 4.6a Model Summary of Recruitment procedures and employee productivity in Nigerian private and public sector organizations.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					R Square Change	F Change
1	.721a	.520	.519	.47738	.520	404.778

a. Predictors: (Constant), RECP

b. Dependent Variable: EMPP

Source: Statistical Package for Social Sciences v.22

Table 4.6b Analysis of Variance (ANOVA) of Recruitment procedures and employee productivity in Nigerian private and public sector organizations.

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.244	1	92.244	404.778
	Residual	85.002	99	.228	
	Total	177.245	100		

a. Dependent Variable: RECP

b. Predictors: (Constant), EMPP

Source: Statistical Package for Social Sciences v.22

Table 4.6c Regression Output of Recruitment procedures and employee productivity in Nigerian private and public sector organizations.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1	(Constant)	1.215	.150	
	RECP	.714	.035	.721

Dependent Variable: EMPP

Source: Statistical Package for Social Sciences v.22

Decision

Since the p-value of .000 is less than 0.05 ($p.value = 0.000 < 0.05$ & $T-stat = 20.119 > 2$), we reject the null hypothesis and accept the alternative hypothesis, meaning recruitment procedures significantly influence employee productivity in Nigerian private and public sector organizations.

4.5 DISCUSSION OF FINDINGS

The analysis revealed that there is a significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria. Similarly, Eze (2020) found that private sector organizations often adopt more flexible and innovative recruitment practices compared to the rigid and bureaucratic methods prevalent in the public sector. This aligns with findings by Aina (2019), who noted that private firms

prioritize efficiency and technological integration in their recruitment processes, whereas public sector recruitment remains heavily regulated and less adaptive. Conversely, Okolie (2021) highlighted that despite these differences, both sectors face common challenges such as nepotism and corruption, which undermine the meritocratic nature of recruitment procedures.

Furthermore, the analysis revealed that there is a significant correlation between recruitment processes and organizational effectiveness in Nigerian organizations. In alignment, Okoye and Ezejiofor (2013) similarly demonstrated that strategic recruitment and selection practices directly enhance organizational performance in the Nigerian banking sector. Contrastingly, a study by Eze (2015) on manufacturing firms highlighted that while effective recruitment contributes to performance, its impact is often overshadowed by operational inefficiencies and inadequate training programs. Meanwhile, Adeyemi et al. (2020) found a moderate correlation in the education sector, suggesting that while recruitment is vital, it is not as pivotal as continuous professional development in driving organizational success.

Finally, the analysis revealed that recruitment procedures significantly influence employee productivity in Nigerian private and public sector organizations. Consistent with this finding, Okolie and Irabor (2017) found that structured recruitment processes in Nigerian banks significantly enhance employee performance, aligning with the general assertion of recruitment's influence on productivity. Similarly, Nwaeke and Obiekwe (2017) demonstrated that transparent recruitment procedures in Nigerian public

institutions boost employee efficiency, corroborating the positive correlation between recruitment quality and productivity. However, contrary findings by Akinyemi and Abiddin (2013) in the manufacturing sector indicate that while recruitment procedures are crucial, they are often overshadowed by inadequate training and development programs, which more critically impact productivity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The research findings are summarized in this chapter, conclusions and recommendations were also made in this chapter. The chapter is structured as outlined as follows; the summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and the researcher suggestions for further research.

5.2 SUMMARY OF FINDINGS

The study examined and analyzed recruitment procedure and its impact on organizational effectiveness. Data were primarily sourced through the administration of one hundred (100) questionnaire out of which same number (100) were found usable for the empirical analysis. The descriptive (frequency, mean and percentage) and inferential statistics (independent sample t-test and regression analysis) were adopted for the study's analysis. Specifically, the analysis revealed the following:

- The analysis revealed that there is a significant difference in the recruitment procedures adopted by private and public sector organizations in Nigeria.
- Furthermore, the analysis revealed that there is a significant correlation between recruitment processes and organizational effectiveness in Nigerian organizations.
- Finally, the analysis revealed that recruitment procedures significantly influence employee productivity in Nigerian private and public sector organizations.

5.3 CONCLUSION

This study comprehensively investigated the recruitment procedures and their impact on organizational effectiveness within Nigerian organizations. Utilizing a well-structured methodology, including the administration of 100 questionnaires and employing both descriptive and inferential statistical analyses, the findings were robust and insightful. The study identified significant differences in the recruitment procedures between private and public sector organizations, highlighting distinct approaches and practices in each sector. Furthermore, a significant correlation was established between the recruitment processes and organizational effectiveness, demonstrating that efficient and strategic recruitment directly contributes to the overall performance of organizations. Additionally, the analysis underscored that recruitment procedures significantly influence employee productivity, emphasizing the critical role of effective recruitment in fostering a productive workforce. These findings collectively underscore the importance of adopting refined recruitment strategies to enhance organizational performance and productivity in both private and public sector organizations in Nigeria.

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5.4 RECOMMENDATIONS

From the research analysis and conclusions above, the following recommendations were made:

- Based on the findings from the study, it is recommended that organizations in both the private and public sectors in Nigeria should standardize their recruitment

procedures. The significant differences in recruitment methods between these sectors suggest a lack of uniformity that could lead to inconsistencies in hiring quality. Standardization can help ensure that all candidates are evaluated based on similar criteria, leading to a more merit-based selection process. This approach can enhance the overall quality of new hires, contributing positively to organizational effectiveness and reducing biases that might arise from varied recruitment practices.

- Additionally, organizations should prioritize continuous improvement and evaluation of their recruitment processes. The study highlights a significant correlation between effective recruitment processes and organizational success, indicating that how employees are recruited has a direct impact on overall performance. Implementing regular reviews and updates to recruitment strategies, based on feedback and performance outcomes, can help organizations remain competitive. By integrating data-driven insights and best practices, companies can refine their recruitment methods to attract top talent, thereby fostering a more productive and efficient workforce.
- Lastly, it is essential for organizations to invest in training and development for those involved in the recruitment process. The significant influence of recruitment procedures on employee productivity underscores the importance of having skilled and knowledgeable personnel managing these processes. Training recruiters in the latest techniques and technologies, as well as in understanding the

specific needs of the organization, can lead to more effective hiring decisions.

This investment in human capital not only enhances the recruitment process but also contributes to the long-term growth and productivity of the organization.

5.5 CONTRIBUTION TO KNOWLEDGE

The study provides a comprehensive analysis of recruitment procedures and their impact on organizational effectiveness, particularly within the context of Nigerian private and public sector organizations. Utilizing a robust methodological framework, the study administered 100 questionnaires, all of which were deemed usable for empirical analysis. Both descriptive (frequency, mean, and percentage) and inferential statistics (independent sample t-test and regression analysis) were employed to ensure thorough data examination. The findings highlight significant differences in the recruitment procedures of private versus public sector organizations, suggesting that sector-specific strategies are in place. Moreover, the study establishes a strong correlation between recruitment processes and overall organizational effectiveness, indicating that effective recruitment is pivotal for organizational success. Additionally, the results underscore the influence of recruitment procedures on employee productivity, affirming that meticulous and strategic hiring practices contribute significantly to enhancing workforce performance in both sectors. These insights emphasize the critical role of tailored recruitment strategies in fostering organizational efficiency and productivity.

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5.6 PROPOSAL FOR FURTHER STUDY

To build upon the findings of the current study, future research should consider expanding the sample size to include a more diverse and representative pool of participants from various sectors across Nigeria, possibly increasing the number to 500 respondents to enhance the generalizability of the results. A mixed-methods approach could be employed, combining quantitative data from structured questionnaires with qualitative insights from in-depth interviews or focus groups to capture a more comprehensive understanding of the recruitment processes. Key variables to be examined should include recruitment channels, selection criteria, onboarding practices, and organizational culture, as well as contextual factors such as regional economic conditions and industry-specific challenges. Additionally, longitudinal data collection could be beneficial in assessing the long-term impact of recruitment procedures on organizational effectiveness and employee productivity, allowing for a more nuanced analysis of causal relationships over time. This multifaceted approach would provide a richer, more detailed exploration of how recruitment practices influence organizational outcomes, potentially informing policy and practice in both private and public sector organizations. Top of Form.

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APPENDIX
DEPARTMENT OF HUMAN RESOURCES MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN

Dear Respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the above-named Department. As part of the requirement for the programme, I am conducting research on “Recruitment Procedure and Its Impact on Organisational Effectiveness”. In this regard, you have been randomly 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.

Yours Faithfully,

QUESTIONNAIRE

SECTION A: PERSONAL DATA Kindly tick the applicable box to complete this section.

• Indicate your Gender:

Male [] Female []

• Indicate your Age Bracket:

20 - 30 years [] 31 - 40 years [] 41 - 50 years [] 51 - 60 years [] Over 60 years
[]

• Marital Status:

Single [] Married [] Widowed [] Divorced []

• For how long have you been working in the organization?

0 - 1 year [] 1 - 2 years [] 2 - 4 years [] 4 - 6 years []

• What is your highest level of education?

Secondary level [] College Level [] University level - Undergraduate [] University
level - Masters [] University level - PhD []

SECTION B: RECRUITMENT PROCEDURE AND ITS IMPACT ON

ORGANIZATIONAL EFFECTIVENESS This section requires you to indicate your level of agreement or disagreement regarding the extent to which recruitment procedures affect organizational effectiveness.

Scale:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Neutral (N)

4 = Agree (A)

5 = Strongly Agree (SA)

Organizational Effectiveness

S/N	Statements	SD	D	N	A	SA
1	Our organization consistently meets its performance targets.					
2	Our organization effectively adapts to changes in the market and industry.					
3	Our organization's employee turnover rate is lower than the industry average.					
4	Customer feedback reflects a high level of satisfaction with our products/services.					
5	Our organization efficiently utilizes resources to achieve its goals.					

Employee Productivity

S/N	Statements	SD	D	N	A	SA
6	The recruitment process ensures that newly hired employees integrate quickly and effectively into their roles.					
7	I believe that the current recruitment strategies enhance the overall work efficiency of teams.					
8	The quality of work produced by individuals hired through the recent recruitment campaigns meets or exceeds expectations.					
9	Employees sourced through our recruitment procedures demonstrate a high level of engagement and commitment to their tasks.					
10	The training and onboarding provided to new hires significantly contribute to minimizing the learning curve in their respective positions.					

Recruitment Procedure

S/N	Statements	SD	D	N	A	SA
11	The selection methods we use are efficient in identifying the best candidates.					
12	Our job advertisements accurately reflect the roles and responsibilities of the position.					
13	The interview process provides a deep understanding of the applicants' competencies.					
14	The time frame from job posting to hiring decision is reasonable and respects applicants' time.					
15	The tools and technologies used in the hiring process enhance the overall efficiency of candidate selection.					

Differences in the Recruitment Procedure in Both Private and Public Sectors

Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
16. The level of transparency in the recruitment process is significantly higher in the public sector compared to the private sector.					
17. Private sector organizations tend to prioritize skill and experience more than public sector organizations during recruitment.					
18. The duration of the recruitment process is generally shorter in private sector organizations than in public sector ones.					
19. Public sector recruitment procedures are more likely to be influenced by regulatory and policy compliance than those in the private sector.					
20. The approach to diversity and inclusion in the recruitment process differs markedly between the private and public sectors.					
21. Recruitment in the private sector is more dynamic and adapts more quickly to market changes compared to the public sector.					