

Effect of Recruitment and Selection on Performance of First Bank Plc, Enugu Metropolis

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ABSTRACT

The main objective of this study is to find out the effect of recruitment and selection on employees' performance in First Bank Plc in Enugu Metropolis. Recruitment is a process of actively searching and hiring applicants for a job role. Selection is a process of choosing suitable applicants from the shortlisted candidates. It is an activity to boost the candidate pool. The study made use of survey research design. The entire population of the study is three hundred and forty-four (344) comprising of all senior staff of three (3) First bank branches in Enugu metropolis. Taro Yamane formula was employed to arrive at the result. The entire population was used. The primary source of data was mainly used and out of 140 questionnaires distributed only 120 were retrieved and used for the analysis. Multiple regression and correlation matrix were used to analyse the data. A normality test was also carried out on the data. The e-view statistical software package, excel and SPSS were employed for these purposes. The findings reveal that there is a significant positive relationship between recruitment and employees' performance in First bank Plc branches in Enugu metropolis, also there is a significant positive relationship between selection and the performance of employees in First bank branches in Enugu. It was concluded that improvement in the recruitment and selection process in First bank plc, Enugu metropolis will improve the performance of employees in First bank branches in Enugu. The study recommends that the management of First bank should pay more attention to the employment agencies being used by the first bank for recruitment exercises to ensure that the best

candidates are recruited from the beginning as this will improve the performance as well as reduce the high labour turnover being experienced by the First bank Plc in Enugu.

Keywords: Recruitment, Selection, Performance, First Bank, Enugu Metropolis

I. INTRODUCTION

Recruitment is the overall process of identifying, sourcing, screening, shortlisting and interviewing candidates for jobs. It is the process of discovering reliable sources of contacting desirable employees which meets the staffing requirements. Recruitment and selection can play a pivotally important role in shaping an organisation's performance if work organizations can acquire workers who already possess relevant knowledge, skills, and aptitudes and can make an accurate prediction regarding their future abilities. Recruitment and selection also have an important role to play in ensuring employees' performance and positive organisational outcomes. It is often claimed that the selection of employees occurs not just to replace departing employees or add to a workforce but rather it aims at putting in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2022). In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the most desirable human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future.

Recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers (Costello, 2006). There is,

therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that of Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. According to Mullins (2010), for the Human Resource Management (HRM) function to remain, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area. Over the years, recruitment and selection have been conducted in First Bank and these staff are sent to the different First bank branches. However, oftentimes, there is much downsizing to the detriment of staff and the major problem is whether the recruited and selected employees did not perform effectively and efficiently in the organization. Studies have been conducted in Nigeria, United State of America, United Kingdom, etc but none of these studies used First branches in Enugu, to address the effect of recruitment and selection on employees' performance of First Bank branches in Enugu, . Hence, this study, therefore, fills the research gap.

Commercial bank operating in Nigeria is grappling with a lot of challenges that pose a threat to the performance of the bank. The issue of recruitment and selection in any organization is a very serious business. This is because a wrong man on the wrong job can lead to poor employees' performance in the organization and eventually closure or liquidation of the organization. First bank plc is one bank that is known for taking special care in its recruitment and selection process. Despite this, the bank experiences huge labour turnover to the detriment of the staff and other performances related issues. There a relationship between the method of recruitment and selection and the employees' performance in First bank branches in Enugu which eventually leads to the termination of the appointment of some of their employees. Several studies have been carried out in this area both in Nigeria and abroad such as Ekwoaba, Ikeije and Uforma (2015), Adeyemi, Dumade and Fadare (2015), Jonathan , Moses and Willis (2022), Ntiamoah, Abrokwah, Agijeji-Sakyi, et al (2013), Arun(2014), Adam, Stella, Szumbah and Agasa (2016). However, none looked at the effect of recruitment and selection on the

performance of employees in First bank branches in Enugu. This study fills that gap.

The study primarily examines the effect of recruitment and selection on employees' performance in First bank Plc branches in Enugu, and the specific objectives are to:

1. Determine the effect of recruitment on employees' performance in First bank Plc in Enugu State.
2. Examine the effect of selection on employees' performance in First bank branches in Enugu.

Hypotheses of this study are in a null form and they are:

Ho1 There is no significant relationship between recruitment and employees' performance in Enugu bank branches in Enugu.

Ho2 There is no significant relationship between selection and employees' performance in First bank branches in Enugu.

The scope of the study covers the effect of recruitment and selection on employees' performance in First bank branches in Enugu Metropolis from 2019 to 2023. This period is considered because First bank invited applications from qualified candidates for various positions between this periods in question. The study made use of proxies of internal recruitment such as (Job posting, promotion, and transfer), proxies of external recruitment such as (educational institutions, employment agencies, advertisement and professional association). Proxies for selection (e-selection, panel interview, medical examination, and aptitude test). Proxies for employees' performance as follows (number of customers, job satisfaction, absenteeism, and labour turnover). The major limitations of the study are the limited time for this study and the fact that some respondents failed to return their completed questionnaires on time.

Concept of Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment (Gold, 2021). According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. El-Kot and Leat (2008) observed that recruitment begins with advertising existing vacancies. Recruitment is central to any management process and its failure can increase difficulties for any organization including an

adverse on its profitability and inappropriate levels of staffing or skills (Soliman, 2000).

According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions. The purpose is to encourage them to apply for the vacant position. Chartered institute of personnel management of Nigeria (CIPM) in 2007 defined recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist. Jovanovic (2021) noted that recruitment is a process of attracting a great pool of high-quality applicants' to select the best candidate among them. According to Niles (2013), recruitment is an organisations process of attracting applicants to jobs in an institution. Ofori and Aryeetey (2020) also define recruitment as the process of generating a pool of capable people to apply for employment in an institution. Recruitment can come from internal and external sources.

According to Nwaiwu (2009) internal recruitment means considering present employees as applicants for available positions. When there are some job vacancies to fill, an internal source of recruitment is a comfortable option. This can be done through either promotion or transfer. The employee who has the required knowledge and skills for the jobs can be assessed against other external applicants, and the best one will be selected (Rashmi, 2010). Recruiting from internal sources was proof to carry several benefits. It acts as a great motivator that encourages current employees to improve their performances for better career opportunities. The attrition rate is lower, as the recruitment, selection and induction costs and training time is also reduced greatly. Besides, the mutual knowledge between the employee and the organization eliminates major risks associated with recruits. The transferred or promoted employees also understand company culture, which helps them adapt more quickly to the new positions (Rashmi, 2010).

Internal recruiting is the process of filling vacancies within a business from its existing workforce. This is unlike external recruiting, when a business looks to fill vacancies from outside. Promotion is an internal recruiting source that entails an employee's movement from a lower to a higher level. The two most common sources for internal recruiting are the promotion and referrals (Okoro 2023). When recruiting internally, a

company may enjoy several advantages. Higher morale, higher stability in the company due to the existing working relationship between job candidates and the company, easy access to the candidate's past job performance and less time spent training the job candidate.

One of the internal recruitment resources is job postings, a form of recruitment advertising (Kotler & Keller, 2000) that can be defined as any internal announcement by an organization. Employees are considered as a wide pool for job vacancies in an organization. Internal job postings require issuing a circular regarding these vacancies to all employees in the organization, which provides an opportunity for employees who have the necessary efficiency, capabilities, and competences to apply for the vacancies (Haroon, 2010). Employee referrals are an internal channel for recruiting highly-skilled employees.

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. The external source of recruitment includes advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007). Sometimes, an organisation has to find candidates for opening positions from outside sources as well, instead of an only internal source. The reason is that it has to depend on an organisation's recruitment strategy at that time. Plus, an internal source cannot always provide enough personnel from firms' current workforce (Gary, 2005). According to one study (Okoro, 2022), the formal methods of external recruitment include newspaper, magazine and journal advertising, in addition to using employment agencies and, in the current era, job/career fairs and e-recruitment.

Selection is a process of identifying and hiring the applicants for filling the vacancies in an organisation. Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals. The selection process varies from industry to industry, company to company and even amongst departments of the same company, (Okoro 2023). Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. The selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in the selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are

factors that affect the seeking of such information (Graham, 1996). Armstrong (2009) observes that candidates can be selected using different methods to assess their suitability for a certain role. These methods include; individual interviews, interviewing panels, selection boards, and assessment centres, aptitude tests, medical examination.

Concept of Employees' Performance

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

Outcome aspects of performance depend also on factors other than the individual's behaviour. For example, imagine a teacher who delivers a perfect reading lesson (behavioural aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Performance refers to an individual's proficiency with which he or she performs activities that contribute to the organization's technical core (Campbell et al., 1993). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research, and public relations. All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job which in turn determines organizational performance.

Recruitment and selection

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses should not afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2020).

Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies (Ofori and Aryeetey, 2020). Evidence has shown that larger corporations are more likely into implementing sophisticated recruitment processes (Bacon & Hoque, 2005) while majority of smaller organizations relying on recommendations and advertising as their recruitment practices of choice (Barber, et al, 1999).

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010; Ofori & Aryeetey, 2020).

The Resource-Based theory

The Resource-Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool that cannot

be imitated or substituted by rivals. According to the Resource-Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm's strength or weakness stems from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource-based thinking.

In relative terms, Boxall (1996, 1998) reveals that firms that recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes (1996, 1999) that a difference should be established between 'human capital advantage' and 'human process advantage'.

The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. In which case, the use of human resource management systems is necessary for firms to gain a competitive advantage. Sparrow et al., (2002) noted that, technology and capital can be acquired by most firms at any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, to be differentiated, companies need to be very careful with the recruitment and selection process. The Company's HR practices would, therefore, need to emphasize "selecting highly skilled individuals". Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2008), the new employee is always active, ready to learn new things and easy to adapt to the new environment. They should find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano et al., (2010) stress that employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully perform the job most effectively. To them, recruitment, screening and selection procedures should yield the best-qualified candidates within the context of agreed-upon equity programs.

Empirical Review

Adeyemi, Dumade and Fadare (2015) assess the influence of recruitment and selection on organizational performance. The study was to find out the recruitment and selection policy or practice, the effect of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development. The study obtained information from twenty (20) respondents from the staff of Access Bank, odogunyan branch through the use of a questionnaire. The results indicated that, advertising of job vacancies to the general public, use of employment agent(s) and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the recruitment and selection process is also characterized by a lots of challenges, (Brindusoiu, 2022).

Jonathan, Moses and Willis (2012) studied recruitment and selection on the performance of SMEs in Kisumu Municipality, Kenya. Kenya has 1.6 million SMEs, constituting 96% of business enterprises, employing 75% of the labour force and contributing 20% to GDP. But their performance has been poor in the last decade. The study found that the overall average performance of SMEs in Kisumu Municipality was 60.71%. There was a significant positive correlation between recruitment and selection, and performance of SMEs at $\alpha = .01$. The average performance of SMEs with good recruitment and selection was 81.90%; with moderate was 67.94%, with poor was 53.90%. Recruitment and selection account for 40.8% of the total variance in the performance of SMEs. The study concludes that recruitment and selection have a significant on the performance of SMEs in Kisumu Municipality.

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

of the study showed that there is a high positive correlation between the constructs of performance-based rewards and productivity.

Aruna (2014) examined the relationship between recruitment and selection practices and business performances of SMEs shedding some light on the mediating link between these two. A structured questionnaire was developed and sent to 436 manufacturing SMEs in Aichi prefecture and 144 firms responded to the questionnaire resulting in 32 percent response rate. Based on the data analysis, a strong positive relationship between recruitment and business practices and the business performance of manufacturing SMEs in Japan was found. Further, the study confirmed a statistically significant mediating relationship of HR outcomes between recruitment and selection and business performance in SMEs in Japan. Ekwoaba, J.O., Ikejije, U.O, Uforma, N (2015) carried out a study on the effect of recruitment and selection criteria on organisational performance. The study was carried out in Lagos using Fidelity bank Plc. The analysis of 130 valid responses obtained through a questionnaire administered to randomly selected respondents revealed that recruitment and selection criteria have significant on organisations' performances. Also, the more objective the recruitment and selection criteria are the better the organisation's performance.

II. METHODOLOGY

The research design used is the survey research design. The use of survey research design is because the data are a point in time and with due recognition and emphasis on the use of questionnaires administered on the targeted respondents, to obtain factual information and also for clarity of the analysis of the findings.

The result also indicated that recruitment is positive and significant in enhancing the employees' performance of First Bank in Enugu. The $PF = 0.54 + 0.11RE$ which indicates that recruitment increased by 0.11% for every 1% increase in employee performance of First Bank Plc branches in Enugu. The p-value of 0.00 is less than the t-statistic value of 3.20 and the standard

error value of 0.03 is less than the t-statistic value. The selection coefficient is positive and significant in enhancing employees' performance of Enugu Bank branches in Enugu. The $PF = 0.54 + 0.75SE$ indicates that selection increase by 0.75% for every 1% increase in performance of Enugu Bank Plc branches in Enugu. The p-value of 0.00 is less than the t-statistic value of 18.09 and the standard error value of 0.04 is less than the t-statistic value. The Coefficient of determination (r^2) of 0.90 indicates that 90% of the variation in performance can be explained by recruitment and selection in First Bank Plc branches in Enugu. The remaining 10% can be explained by other related factors not noted in the regression model. The f-statistic value of 1459.917 is significant at a p-value of 0.00. From the above, there is a significant relationship between recruitment and selection and employee performance of First Bank branches in Enugu. That means the null hypothesis is rejected and the alternative accepted.

$$EP = \alpha + \beta_1 RE + \beta_2 SE + \pi \dots \dots \dots 2$$

Where :

EP = Employees Performance.

RE= Recruitment

SE= Selection

α is the intercept,

β_1 is the coefficient

Correlation Formula is given as:

The mathematical formula for computing r is:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{\{n\sum x^2 - (\sum x)^2\} \{n\sum y^2 - (\sum y)^2\}}} \dots \dots \dots 3$$

Where:

r = Correlation Coefficient

x = proxies for Independent Variable (recruitment and selection)

y = proxies for Dependent Variable (employees performance)

n = number of observations

The quantity r, called the Linear Correlation Coefficient, measures the strength and the direction of a linear relationship between the variables.

Data Presentation and Analysis

Table 1: Analysis of Return Rate Category of Staff	No of Questionnaires Administered	No of Questionnaires not Returned	No of Questionnaire Returned	Percentage (%)
Contract staff	92	35	57	44.19
Senior staff	93	33	60	46.51
Total	185	68	129	100

Experts from the field of human resources and organizational behaviour confirmed the content validity of the instrument. Cronbach's alpha was used to confirm the reliability of the instrument. The dependent variable had 0.72 with 4 items and the independent variable had 0.84 with 8 items using SPSS to determine. However, it was discovered that the Cronbach alpha value was more than the acceptable limit of 0.61. Hence, the questionnaire administered is reliable.

III. DISCUSSION OF FINDINGS

The study found out that there is a positive association between recruitment and employee performance in First Bank Plc in Enugu and also there is a positive association between the selection and performance of First Plc branches in Enugu. The regression result also proved that there is a significant positive relationship between recruitment and employee performance of First Bank Plc branches in Enugu and there is a significant relationship between the selection and employee performance of First Bank Plc branches in Enugu. This means that if proper care is not taken during the recruitment and selection stage it is likely going to affect the performance of First bank branches in Enugu, this explains the low output in terms of number of customers being experienced by First bank branches in Enugu. The poor performance may be due to incompetence on the part of the employees which leads to high absenteeism, low job satisfaction and eventual termination of appointment by the management of the banks.

The findings are in line with the finding of Jonathan, Moses and Willis (2012). Aruna (2014), Adeyemi, Dumade and Fadare (2015), Ekwoaba, Ikeje and Uforma (2015) who found that there was a significant relationship between recruitment and selection and employee performance in organisations. The study also aligns with the Resource-Based theory which states that firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage.

IV. CONCLUSIONS AND RECOMMENDATIONS

The study concludes that the high employee turnover and low output in terms of number of customers being experienced by First bank shows that their method of recruitment and selection is faulty since there is a positive association between recruitment and employees

performance of First Bank Plc branches in Enugu and also there is a positive association between selection and employees' performance in First Bank Plc branches in Enugu. The regression result also confirmed the significant positive relationship between the two variables.

The study recommends that the management of the bank should modify their recruitment and selection methods to ensure that they get the best staff from the beginning. The aptitude test should be tailored to the job specification of the bank to ascertain the availability of skills and competence for a future job assignment.

The management should adopt the method of retraining the staff to improve their performance instead of mass termination of appointments due to nonperformance.

The management should look into their major source of external recruitment which is an employment agency to ensure there is no compromise.

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