

**IMPACT OF EMPLOYEE RECRUITMENT AND SELECTION
PRACTICES ON ORGANIZATIONAL PERFORMANCE IN
SELECTED BANKS IN ASABA**

BY

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**BEING A DISSERTATION SUBMITTED TO THE DEPARTMENT OF BUSINESS
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DEGREE IN MANAGEMENT**

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MAY, 2017

DECLARATION

I declare that this is an original research work carried out by me in the Department of
Business Administration and Marketing

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CERTIFICATION

This is to certify that this research was carried out by Okolie Jane Ekene PG/12/13/213591 in the Department of Business Administration and Marketing, and that it is adequate in scope by the undersigned on behalf of the Delta State University, Abraka.

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DEDICATION

This research work is dedicated to God Almighty the most benevolent and merciful who gave me the grace and the strength for this accomplishment.

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ABSTRACT

Employee recruitment and selection practices are important for human resource management, and are crucial in enhancing organizational success. The major objective of this study is to determine the impact of employee recruitment and selection practices on organizational performance. The research design method employed for this work is the cross-sectional survey research design method, as it aids the researcher in the assessment of public opinion using questionnaire as the research instrument. A stratified sampling technique was adopted for this study. This study covers the activities of the five selected banks in Asaba. The analytical tools employed for analyzing the data are correlation and multiple regression analysis. The conclusion from the study was that effective applicant interview improves the organizational performance, as effective interview remains the best strategy to identify and employ competent employees. It was however recommended that monitoring and evaluation of these policies and procedures are critical for tracking the process and ensuring that problems can be timely identified and addressed. As employee recruitment and selection play a central role in ensuring the best skills are present in the banking sector, improved appointment processes can enhance the development goals as well as step up the transformation process.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The success of any business is directly connected to the performance of those who work for that business. Underperformance can be as a result of workplace failures. Given that hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is very important that conscious efforts are put into human resource planning. The efficiency and effectiveness of business depends largely on the human resources employed by an organization.

People are individuals who bring their own view, values and attribute to organizational life, and when managed effectively, these human traits bring considerable benefits to organizations. The development of people, their competencies, and the process that involves development of the total organization are the main concerns of human resource management (Mullins, 2001). In recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees in their various organization (Kelly, 2006). Selection is the process through which firms make decisions about who they considered in joining the organization.

The selection process varies from organization to organization, job to job, and country to country. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for employee recruitment and selection (Hax, 2001). The only means of achieving this success appears to be through proper recruitment and selection practices.

Recruiting and selecting applicants is very expensive both in terms of time and money in the appointment of a person who fits the job. Organizations exist not because of their desire to be generous but to also make profit. Though their initial concern of image building and winning the goodwill of the public, in order to attain the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium and long term growth of the organization.

Though several techniques of improving organization performance has been developed, in general the specific technique chosen varies with the type of work, in order for organization to remain competitive and buoyant it must modernized its recruitment and selection policies. All these issues call for research efforts, so as to bring to focus how appropriate employee recruitment and selection practices can influence improved corporate performance it should however be remembered that a virtuous and holistic recruitment and selection practices would eliminate the concept of garbage in and garbage out.

It is against this background that it becomes important by this study to bridge this gap in knowledge by exploring the impact of employee recruitment and selection practices on organization performance.

1.2 Statement of the Problem

In Nigeria, recruitment and selection malpractices have revealed the lack of detailed and proper departmental policies and procedures thus affecting organizational objective, fair, equitable and responsible application of recruitment practices.

Organizations fail to carefully consider what skills, competencies and traits are required of candidates for vacant posts before advertising. Effective employee recruitment is critical in

meeting the capacity challenge of the state which is to deliver quality services. Inappropriate decisions regarding recruitment reflect on the credibility of the bank as an employer committed to objective and clear recruitment practices. Another pitfalls experienced by bank regarding recruitment and selection will continue as long as there are no clear policies on recruitment and selection.

Monitoring and evaluation of these policies and procedures is critical for tracking the process and ensuring that problems can be identified and addressed timely. This study also reveals that despite the existence of clear banking requirements regarding recruitment, departments fail to adhere to them or to put in place internal policies.

As employee recruitment and selection play a central role in ensuring the best skills are present in the banking sector, flawed appointment processes can undermine the development goals as well as slow down the transformation process. However to achieve its full potential the banking sector must improve its ability to recruit and select staff more effectively. This means that both human resource sections in departments and managers themselves must enhance their skills in performing this crucial function.

1.3 Research Questions

This study is anchored on the following research questions;

1. To what extent does application of recruitment methods influence organizational performance?
2. To what extent does applicant screening influence organizational performance?
3. To what extent does applicant shortlisting influence organizational performance?
4. To what extent does applicant interview affect the organizational performance?

1.4 Objectives of the Study

Employee recruitment and selection practices are important practices for human resource management, and are crucial in affecting organizational success. The general objective of this research is to determine the impact of employee recruitment and selection practices on organizational performance. However, the specific objectives are to;

1. determine the effect of application of recruitment methods and organizational performance.
2. identify the impact of applicant screening on organizational performance
3. ascertain the effect of applicant shortlisting on organizational performance.
4. examine the effect of applicant interview on organizational performance

1.5 Statement of the Hypotheses

This study is guided by the following hypotheses;

H0₁: There is no significant relationship between application of recruitment methods and organizational performance

H0₂: Applicant screening has no significant relationship with organizational performance

H0₃: There is no significant relationship between applicant shortlisting and organizational performance

H0₄: Employee interview has no significant relationship with employee performance.

1.6 Significance of the Study

This study will highlight the benefits, gains, impact employee recruitment and selection has on organizational performance. The study will be of huge benefit to firms as to how to enhance overall corporate performance. It will show the benefits and impact in which will be useful to researchers, scholars, students and manager of various organizations.

To add to existing knowledge in the area of employee recruitment and selection and its impact on organizational performance.

This study would make significant contribution to firms, government, parastatals and organizations aiming to improve their diverse business functions through recruitment and selection. Again, operational cost will be optimized, service delivery quality will be improved, positive employee attitude would be developed and general organizational efficiency be attained.

1.7 Scope of the Study

This study covers the activities of five selected banks in Asaba, namely: Zenith Bank Plc., First Bank of Nigeria Ltd; Ecobank Nigeria Plc, United Bank for Africa, Nigeria PLC (UBA) and Access Bank Plc. in Asaba , Delta State, since they provide the data and necessary information relevant for this study. These banks have been so selected due to their high performances in the past years, and couple with the fact that they were among the eight(8) banks the Central Bank of Nigeria (CBN) designated as “Too Big-To-Fail”, as their failure could pose a systemic risk to the banking industry and the larger economy.

The study will focus on the area of recruitment and selection practices and its influence on organizational performance as well as the overall objectives of the selected banks in Asaba, Delta State, Nigeria, its management and staffs.

The study covers the various variables or components (independent variables) of employee recruitment and selection practices such as applicant recruitment methods, applicant screening, applicant shortlisting, and interview, and evaluates the impact these have on organizational performance (dependent variable)

This study also outlines the relevance of employee recruitment and selection practices as a workable strategy that will help banks to survive and to remain relevant in the industry while ensuring quality service delivery.

1.8 Limitations of the Study

It is not unusual to encounter certain problems in the course of accomplishing such undertakings. Problems encountered manifest themselves in various shapes and manners. Below are some of the constraints faced by the researcher.

- i **Bureaucratic Constraint:** Under this constraint certain attempts made to interview some top officials attracted postponement because of policies guiding official engagements and procedures in releasing the required data or official secret of the bank.
- ii. **Attitude Constraint:** In the course of data collection, it was observed that the attitudes of some questionnaire distributed were rejected for empirical reasons and yet others were accepted unwillingly. Consequently it took time and much effort to recover them.

Nevertheless, despite the constraints to the work, the researcher was able to gather substantial materials to the best of her ability which will make the work possible, realisable and reliable.

1.9 Definition of Key Terms

The following words or phrases are defined for clarity purpose and to soothe this research work.

Recruitment: It is the process of reaching out, searching and attracting a large pool of interested applicants from which the organization will choose those considered suitable.

Selection: It is an act or process of choosing. It is the process of deciding which candidate to offer a job.

Human Resource Management: Human Resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Organizational Performance: It is an organized group of people with a particular purpose perform a function.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The essence of literature review is to have the theoretical basis for the study. This chapter provides the researcher with the opportunity to look into the “pool of knowledge” available. However, concerning this research work, the researcher intends to look at various views of different researchers, scholars, academics, and discipline. The researcher on the following perspectives looks at a vivid explanation of **Employee Recruitment and Selection** as a means to enhanced organizational performance in the Bank.

2.2 Conceptual Review

2.2.1 The Concept of Employee Recruitment and Selection

Recruitment has been defined by scholar and human resources professional in different ways. According to (Eze 2002) Recruitment is the process of finding and attempting to attract job candidates who are qualified and capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Swanepoel, Erasmus, Van Wyk & Schenk (2003) defines “selection” as the process of trying to determine which individuals will best match particular jobs in the institutional context, taking into account individual differences, the requirements of the job and the organization’s internal and external environments.

Gerber, Nels & Van Dyk (1992) defines “selection” comprises the choosing from a number of candidates a person who, in the opinion of the selector, succeeds in meeting the required standard of performance. Swanepoel et al (2003) argues that “selection” is based on

individual differences between human beings that is on the fact that attributes differ greatly from person to person, each individual possessing unique traits and abilities. Essentially, selection is then the prediction of the future in terms of individual differences, the requirements of the job and the internal and external environment of the institution. Selection requires information about the job or work in question and about the knowledge, skills and abilities needed to do the job successfully.

A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995).

2.2.2 Importance of Employee Recruitment and Selection

Kilibarda and Fonda (1997) stated that good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs. Business and organizational strategies can be threatened if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made.

2.2.3 Challenges of Employee Recruitment and Selection

Rigorous human resource planning translates business strategies into specific human resource policies and practices. A firm can eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004). For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital.

Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to form a decision - the list also includes religious belief and marital status. Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place.

2.2.4 The Changing Context of Employee Recruitment and Selection

Drucker, (1999) indicates that, as companies downsize, “delayer” and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. Smith and Robertson, (1993) further noted that the problem of inefficiency could be as an outcome of a difficulty in distinguishing good practice from common practice. Should this be the case then the problem may lie less with the processes utilized and more with the traditional perception of what constitutes effective, valid recruitment and selection practices.

Armstrong (2009), the core of this problem is associated with the difficulties involved in distinguishing candidates who are truly qualified from those who simply construct images of qualifications and competence.

2.2.5 The Concept of Organizational Performance

It has been very important for managers to understand which factors that influence an organization’s performance to take appropriate steps to initiate them. Researchers have different opinions of performance, which remains to be a contentious issue among

organizational researchers (Barney, 2008). However, according to Daft (2009), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Hefferman and Flood (2006) stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas.

Richardo and Wade (2010) argued that performance measures could include result-oriented behaviour and relative measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Performance should be broader based on which include effectiveness, efficiency, economy, consistency behavior and normative measures (Richardo and Wade, 2010).

2.2.6 The Relationship between Employee Recruitment and Selection Practices and Organizational Performance

Recruitment is one of the activities which impact is most critically on the performance of every organization. Selection of employees occurs not only to replace depart workers but rather put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects indicating the recruitment and selection of employees as a fundamental to the functioning of an organization, and there are compelling reasons for getting it right. For any organizations to survive recruitment and selection is very important but that does not end

there, new recruits need to be developed and informed from time to time in order for them to be abreast with new trends and challenges.

2.2.7 Employee Recruitment and Selection Practices in Organizations

Businesses have developed human resource information systems that support: recruitment, selection, and hiring, job placement, performance appraisals, employee benefits analysis, training and development, and health, safety, and security. Dessler (2000) lists the following; to build a pool of rightful potential candidates for the job, make sure that the applicants fill out application forms in order to indicate the post there are applying for, to utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidates go through selection interviews, and determine to which candidates an offer should be made.

2.2.7.1 Approval of Human Resource Budget and Level of Appointment

Swanepoel *et al* (2003) argue that the first step in the recruitment practice is to obtain the necessary budget approval for the post you are recruiting for. They further argue that employing a person has major cost implications for the institution. Therefore, it is important to consider the budget, broader institutional plans and guidelines for recruitment. Senior management must give approval for a post to be advertised. This will ensure that recruitment is aligned with broad institutional and human resource plans.

2.2.7.2 Compilation of Job Descriptions and Job Specifications

Swanepoel *et al* (2003) state that job description provides accurate reflection of job activities primarily because it is a starting point for all recruitment activities. The private sector institutions encounter problems when job descriptions and job specifications have not

been compiled and post content has not been updated. It is thus important that these processes are completed timely to avoid unnecessary hiccups and to allow for the smooth running of the recruitment process.

2.2.7.3 Establishing Key Performance Areas for the Job

According to Erasmus et al (2005) this step is a natural outflow of the previous step. Key performance areas refer to those aspects of the job which are crucial for the success of the job, and they normally focus on outputs and not on job activities. This may form part of a job description.

2.2.7.4 Consulting the Recruitment Policy and Procedure

Erasmus et al (2005) state that document should reflect the organisation's views regarding the approach and procedures to be followed in the organisation and could include steps in the recruitment process. The document is, however, a dynamic document and must be reviewed as and when required.

2.2.7.5 Deciding on a method of recruitment

Van der Westhuizen (2005) traditional recruitment methods such as newspapers and internal circulars have proved to be successful in public service institutions. However, other methods should also be considered. In the majority of cases sources of recruitment may provide an indication of the best method to be used.

2.2.7.6 Application of recruitment methods

At this stage, the recruitment methods agreed upon must be applied. Increasing the effectiveness of internal vacancy fulfillment is beneficial for human resource to manage. One focus is that the human resource department needs to look at firm characteristics

beyond concerns directly related to human resources in order to find the right solution for recruitment processes. Moreover, the accommodation of recruitment outsourcing job postings should retain a degree of flexibility for the human resource requirements of a firm might change, even dramatically, over time.

2.2.8 Methods of Recruitment

Erasmus et al (2005) argue that the success of recruitment sources should guide the recruiter about the source to be selected and this should begin once the recruiter knows the type of person he or she is looking for. It is good policy to try to recruit internally first of all and then, if a suitable candidate cannot be identified, to channel the recruitment effort externally. In certain cases, recruitment will have to be done externally – for example when a pool of new employees is required (such as internships).

The following are mediums in which establishments attract employees.

2.2.8.1 E-Recruitment

The internet is a medium through which an extensive pool of candidates can be reached with relative ease and limited capital (Armstrong, 2003). Access to vast quantities of potential candidates is established through a mix of Internet-based services that are divided into three core categories:

- (1) job sites,
- (2) media sites, and
- (3) agency sites

It is also worth stating that the early concepts of job sites and media sites are somewhat integrated into the category referred by the authors as job boards.

The reasoning why Armstrong's (2003) categories one and two are combined lies in the

services that these websites provide. As opposed to being limited to a blackboard of vacant jobs, these web services create extra value to both consumer and business by providing CV databases, search agents, classified listings, and even career planning (Singh & Narang, 2008).

Backhaus' (2004) theory supports this, as a tremendous number of different employer qualities were communicated through Monster.com in her analysis.

2.2.8.2 Social Recruitment

Recently, the unpredictable economic climate has created cost pressure for firms to cut their operating expenses. Roughly during the same time, the emergence of social media enabled companies to reach younger employee candidates in particular at a very low cost (Doherty, 2010). On the other hand, people using social media are not only passive receivers of information.

They also evaluate their potential employers through this channel, thus creating a need for firms to carefully plan and control what kind of corporate image is emitted through their social media presence (Gunderson Hunt, 2010). Active involvement in social media is definitely mutually beneficial, both for employees and employers in terms of recruitment.

Lavezzi and Meccheri (2009) people engaged in social networks, social media among them, are more likely to find new jobs more quickly if they become unemployed. Doherty (2010) and Gunderson Hunt (2010) social recruitment culminates in a few core activities. Firstly, monitoring and engaging in the major social media with proper tools (i.e.

Applicant Tracking System (ATS) in Twitter) and the most relevant blogs are probably the

most important social recruitment functions. Secondly, a mix of supportive social recruitment tools such as Search Engine Optimization (SEO), social reputation monitoring and leveraging the social presence of brands can be used. Moreover, careful internal planning and controlling the external image of the company are important if a firm wishes to be successful in social recruiting.

2.2.8.3 International recruitment

In addition to media strategy and issues related to the applicant pool, and e-recruitment, and social recruitment, the international context appears to alter traditional recruitment processes. This view is again well supported by Armstrong (2003), who has identified some of the qualities that need to be assessed in selecting people for international assignments. These include factors such as cultural adaptability, compatible work history, family circumstances, and previous international experience. Moreover, these people are often sourced from within the firm, creating a need for internal career tracking systems that help in the search for potential candidates.

Another way to look at international recruitment is to see it as process of selecting employees from the global pool of applicants without limiting the search to expatriates. Sparrow (2007) has explored this process with a multi-case study approach and identified the three levels of strategies that make international recruitment as effective as possible.

- 1) Active recruitment strategies: targeting a specific group of candidates with appropriate channel selection.
- 2) Passive recruitment strategies: being a desirable choice for active job seekers.
- 3) Long term strategies: ensuring a firm's presence in the global job market. As seen above, Sparrow's (2007) method is quite similar to traditional recruitment strategies

conducted on the domestic level. Sparrow provides an alternative to the use of internal staff for expatriate assignments as presented by Armstrong (2003) tapping straight into the host-country pool of applicants via international recruitment processes. Caligiuri et al (2010) take a global perspective on a firm's international recruitment and selection processes.

The authors state that there are three ways for a firm to conduct and plan its selection processes:

- (1) Globally,
- (2) Locally, or with
- (3) A hybrid approach.

This refers to the processes and criteria used in selection processes. If they are to be guided with a global approach, the same guidelines apply to all selection operations conducted by the company. The local approach means tailoring the processes on the basis of location or subsidiary while the hybrid approach is a combination of these two. Moreover, this issue is strongly affected by cultural and operational issues.

2.2.9 Selection decision

Selection committee must reach consensus on the most suitable applicant for the post. In addition their recommendation should also be supported by a wide range of evidence. The evidence include whether the applicant has the necessary skills, qualifications and competency necessary to meet the inherent requirements of the post. Therefore, it is advisable to use as many methods as possible.

2.2.10 Employee Selection Process

According to Robert (2005) the purpose of selection is to match people to work. It is the most important element in any institution's management of people, simply because it is not feasible to optimize the effectiveness of human resource by whatever method, if the quantity or quality of people is less than the institution's needs.

In the twentieth century, selection was primarily concerned with matching people to specific jobs. However, in the twenty-first century the importance of flexibility and the rapid pace of change make it more important to look at matching work in the wider context. It has now become necessary to look beyond the skills for the specific job in hand in assessing people, and to look at the potential range of matches for the person. Such matches include culture, personality, and movement in and out of the institution and interaction with a wider range of potential colleagues.

In the view of Ejiofor (2013), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organisation requirements. Organisation requirements will include the need to take account of the expectations of existing employees, whether for example, the new employee will find acceptance with existing employees.

Selection is the oldest function of public personnel administration (Shafritz, Russell and Borick 2007). One thing that stands clear from the above is that, selection is usually made from among many applicants that have applied for positions and meet the organization requirement. Selection involves matching the requirements of a job with attributes of candidates.

Nwachukwu (2007) sees selection as a systematic effort to identify the most suitable

candidates to fill an identified vacancy. He is of the view that selection is a very important process which requires planning and objectivity and that, no organisation is better than the people who make it up.

2.2.11 Selection strategy

Erasmus *et al* (2005) argues that it is crucial to decide on a selection strategy before embarking on the selection process. Every aspect of the selection process is directed at deciding which determinants of work performance to measure and which selection techniques to use. Whatever selection technique is utilized, the adoption of a well-thought out deliberate strategy is required. It is commonly used in the public sector and it involves reviews of an applicant's educational background and work experience.

This information is obtained from the application form and from the applicant's curriculum vitae. This strategy may include the testing of applicants for specific knowledge, skills and abilities. However, the disadvantage of this strategy is that it reveals very little about the applicant's soft skills such as typing skills.

The other strategy is known as the "track record" strategy. This strategy relies primarily on the assumption that past performance is the best predictor for future performance. This strategy can be construed as the reviewing of application forms submitted and interviewing of candidates. The apparent objective of both these strategies is that they determine whether specific results have been produced in similar work environments. The disadvantage of this strategy is that work experience obtained at a previous workplace is not similar to demonstrated performance during an interview. Likewise, educational knowledge may indicate little more than the ability of a candidate to do well in an academic environment.

Selectors should note that using this strategy is not appropriate for filling entry level positions.

Erasmus (2005) aptitude strategy makes use of a test (aptitude test) to measure certain traits of individuals. The objective with this strategy is to determine what kinds of work an applicant is best suited for. The assumption here is that applicants with an interest in particular kinds of work will be highly motivated to perform well in those areas of interest. Because an aptitude test does not give an exact indication of efficient future work performance it is not preferable in the public sector.

Finally, work sample strategy is considered. This strategy involves measuring a candidate's performance on selected basic tasks. For example a candidate applying for a secretarial job may be asked to complete a typing test. This strategy is receiving more attention because of its accuracy in predicting future work performance.

2.2.12 Placement of candidates

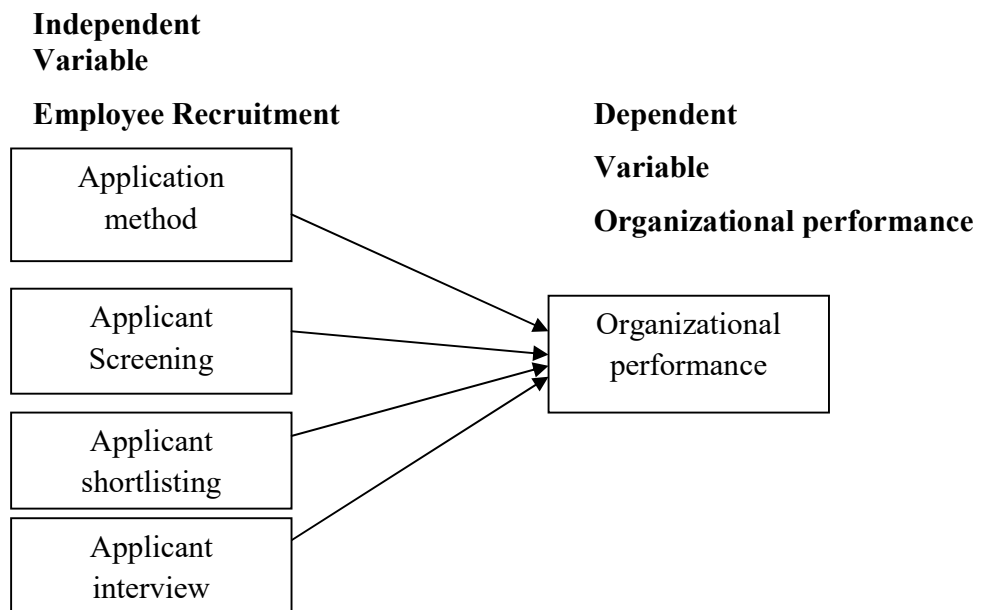
According to Swanepoel *et al* (2003) placing the candidate is the final step in the selection process. Once the selection committee has made a final decision, an offer of employment can be made to the successful candidate. Basically, there are four steps to be followed when placing a candidate. The first one is to discuss the provisional offer with the likely employee. Initially, a telephone call is made, providing the main details. In principle, a verbal telephone agreement can be treated as an employment contract. However, the majority of employees prefer a written contract because of safety reasons. The second step involves the confirmation of employment particulars in writing. It is done as soon as agreements are completed between the two parties.

Finally, the employee enters into a probation period. According to Erasmus *et al* (2005) there is no better way to determine whether employees can do the job than to actually execute the duties allocated to the post. Probation allows the employer to monitor whether the employee's performance is consistent with the requirements of the job before a long term commitment is made

The employee must be familiar with performance requirements.

- The employee must receive feedback on a quarterly basis on the performance level obtained.
- The employee must receive training.
- The employee must receive written confirmation of appointment at the end of the probation period and
- The employee must be given the opportunity to defend his or herself once dismissed.
- Security vetting must be finalized and the candidate cleared before employment arrangements can be finalized. If it happens that the candidate is not cleared, the offer must be withdrawn for security reasons.

2.2.13 Conceptual Framework



Source: Researchers Model, 2015

The conceptual framework shows that the independent variable (application method, applicant screening, applicant shortlisting, and application interview) has a role to play in the dependent variable (organizational performance).

Application method is the platform that show the requirement of the job placement, the requirement also give the organization room in the selection of qualified candidate in order to maximizing the organizational profit through the performance.

Applicant screening should take place according to the criteria set for the job. It is important for recruiters to guide against any form of injustice against the applicants.

Applicant shortlisting is a step an organization takes in the selection of the recruitment. The shortlisting of potentially suitable applicants must be forwarded and discussed with the relevant department or unit's head before processing to the selection interviews.

Once the shortlisting process has been completed qualified candidates are invited for interviews.

Applicant interview is either oral or written format, these allow the organization to ask the candidate's questions on their personal ability, skills and experience that they possess. And also the added advantage they will give to the organization in the aspects of performance so that the organization can have a competitive edge over others.

All these recruitment and selection process of qualified applicant will determine the impact they will play in the organizational performance.

2.2.13.1 Recruitment Method and Organizational Performance

Burack, (2004) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. However, Burack, (2004) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

In a study assessing the recruitment of new graduates, Kersley & Christopher (2006) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. Erasmus et al (2005) before recruitment is considered, it must be determined whether a genuine need exists for the post to be filled. The departments need to ensure that the decision to recruit is substantiated with facts obtained from valid management information. They argue that it is very important that departmental heads, HR specialists and line function employees should be full partners in the process to verify the need for recruitment in cases where it has not been initiated by them. Internal promotion of staff can be considered as an alternative to recruiting. When it is clear that internal promotion of staff or deployment is not a viable option in terms of filling the vacant post, the recruitment process can be started.

2.2.13.2 Applicant Screening and Organization Performance

At this stage of the process particulars of applicants are compared with the requirements as per job specifications. Candidates who do not meet the minimum requirements must be separated from those who have the potential of being appointed. Screening should take place according to the initial criteria set for the job. It is important for recruiters to guard against any form of injustice against the applicants cannot be discriminated against on the basis of age, sexual orientation and other forms of discrimination. During this step, the recruiter may also screen applicants on the grounds of already completed application forms or curriculum vitae (Swanepoel *et al* 2003:150).

2.2.13.3 Applicant Short-listing and Organization Performance

Erasmus *et al* (2005) state that at this stage of the process a shortlist of possible candidates should be drawn up by the relevant committee.

This includes a human resource representative and the relevant manager under whose establishment a post is advertised.

- Each person must give a clear indication where applicants do not meet the requirements regarding knowledge, skills, and competencies.
- Each person must classify the applications into predetermined categories of “acceptable”, “possibly acceptable”, and “unacceptable”.
- Each person must rank the acceptable applications in order of suitability.

A specific choice must be made to determine which applicants would be invited for interviews.

According to Van der Westhuizen (2005) the inputs made by the shortlisters constitute sensitive information and must be treated as confidential. The shortlist information should under no circumstances be discussed with colleagues

2.2.13.4 Applicant Interviews and Organization Performance

According to Robert (2005) interviews are the most frequently used selection technique and it is very unusual for candidates to be appointed without interviews. Interviews may either be structured or unstructured.

The unstructured interview generally takes the form of a free-ranging discussion, sometimes with the interviewer using a set of favourite questions but giving the interviewee free rein to answer in a general way. The structured interview obtains specific information about the criteria and the answers are scored against a consistent scoring range.

The structured interview may be a situational or behavioural interview. In situational interviewing candidates are presented with a future hypothetical situation and asked to explain how they would deal with it. The answers are assessed for evidence of relevant ability.

In behavioural interviews, the questions are aimed at drawing out past examples of behaviours, linked to specific competencies (Robert 2005). Recent research shows that behavioural interviews are a more effective form of structured interview (Robert 2005). It is difficult for the interviewer to sustain attention throughout the interview, with interviewers sometimes able to remember only the opening and closing stages of the interview.

2.3 Theoretical Review

The following theoretical frame works are considered to form the basis for the analysis of the empirical data.

2.3.1 The Human Capital Theory

It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Davenport 1999; cf. Armstrong, 2006). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital.

Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Davenport (1999) comments that: People possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is them, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (2001).

2.3.2 The Resource Based View of Firms

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). 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.

To them, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

2.3.3. Equity Approach

The Equity Approach shall be identified relevant for the researcher to be able to define banking as an equal opportunity company or not. Healy (2000) further provides a typology of organizations according to their approach to equal opportunity. However, the expectation is that, this equity approach should be implemented in a way to promote the organization by making it a desirable workplace for all future employees. This implies an appropriate application of the diversity policies.

For this to be feasible, organizations should be able to create a culture of respect and dignity of all employees through effective implementation of well designed policies and procedures which support both individual and business needs. Secondly, the fostering of respect to realize different perspectives matter, and that diversity is everyone's responsibility.

Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the organization. This will help to enhance the effectiveness in the practice of such policies. Omanovic (2009) notices that diversity management does not only entailed the attitude of organizations to welcome many different "types" of participants because there is likelihood for contradictions the production of diversity especially when conflicting.

As envisioned by Boxall& Purcell (2008), the fitness of HR strategies and the organization of work and handling workers in a proper way which is the basic premise in the best fit or the contingency theory is what organizations should strive to achieve.

2.4 Empirical Review

Kum, Cowden and Karodia (2014) The study focus on the impact of training and development on employee performance at ESCON. Training and development is a vital procedure, which seek to develop the performance of employees in the organisation. In order to form experienced committees, employees' relevant knowledge and intellectual capability needs to be improved.

Some of the projects executed by ESCON fail at an developing stage due to the information that tenders are awarded to the lowly priced supplier. furthermore, the incompetence of training and development of recruits in the organisation reduces the organisation's efficiency, as organisations depend on having people with the exactly skills, attitudes and capabilities in order to reach goals effectively.

A random sampling method was used to select participants for this study, which adopted a quantitative approach. Subsequently, the findings revealed that working environment and a lack of resources affect the training and development of employees. It is suggested that certain areas be enhanced, that is, management support, the provision of opinion to workforce and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance in the organisation. Djabatay, E.N (2012) His study was to assess the effectiveness of the recruitment and selection practices and procedures of HFC Bank, Accra. He find out the recruitment and selection practices of HFC Bank, the usefulness of the recruitment and selection practices of HFC Bank, the

challenges associated with the recruitment and selection practices of HFC Bank and ways to help develop human resource planning and development.

The study obtained information from one hundred (100) respondents from staff of HFC Bank in the Greater Accra Region through the use of questionnaires. The outcome indicated that, advertising of job vacancies and employee referrals are mostly the mode for recruiting likely workforce, it was also realized that the method used in the recruiting and selection process was very helpful and moreover helped improve employee performance, the study revealed that the selecting and recruitment process are also characterized with a lot of challenges.

Among the recommendations made were that latent workers should all be treated moderately in the recruitment and selection process, more so workers must be appraised constantly to ensure that they improve upon their performance. Mustapha, Ilesanmi, and Aremu (2013) A sound recruitment programme sensibly follows a well drawn-up manpower plan.

In fact, the superiority of the current manpower plan as really of every present assessment of the organization depends upon the quality of recruitment policies and practices. It identifies a typical foundation by unscrambling recruitment into internal and external and discussed the compensation of each method.

The analytical tools used in this study were regression analysis and analysis of variance (ANOVA) to determine the connection between a well planned recruitment and selection process on corporate performance. Findings revealed that there is a significant link between recruitment and selection based on advantage and organizational performance; that successful recruitment and selection is a solution to organizational commitment; that a well

designed recruitment and selection contributes to organizational performance.

The paper concludes by portraying the hazard potends by reduced recruitment and selection as reduced recruitment could lead to selection of reduced applicants.

2.5 Summary

The foregoing review of the literature may be summarized to highlight trends, lessons, insight, and outstanding issues. This chapter dealt with the fundamental definition(s) of the key elements and variables of the subject matter under discussion, particularly the dependent and independent variables.

The review of existing literature on relevant theoretical models and variety of approaches to organizational performance provides conceptual background to strengthen the argument of this research.

More importantly, the formulation of hypotheses will allow qualitative and quantitative testing to proceed. Research methods will be discussed in detailed at the preceding chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research method consists of a set of values and approaches to, or combination of techniques for, conducting a credible, valid and reliable research. Research methodology derives from philosophic assumptions about the nature of social reality and an appropriate way to enquire into it so as to generate warranted knowledge about that reality.

3.1 Research Design

The design method employed for this work was the cross-sectional survey research design method, as it aids the researcher in the assessment of public opinion using questionnaire and sampling methods. The selection of this research design was guided by the following factors;

Firstly, the choice of the topic used for this study, secondly, the researcher is familiar with it. The third reason was that the researcher is comfortable with it. Remenyi (2007) considers the third factor “conformability” very important for successful conduct of a research.

Furthermore, the method was adopted, which involves gathering information from a subset or fraction of the population of interest (as in the sampling frame) through a direct contact. At the same time, it is detached enough to suggest objectivity and credibility in the research process. The ideal of sampling is fundamental in survey research because only a part of the population is studied and findings from this expected to be generalized to the entire population (Olannye 2006:). The method was chosen because it is suitable for answering

research questions relating to quantitative issues: “What”, “how much”, and “how many”? (Remenyi et al; 2003:).

In this chapter, the study was pre-structured in order to enable the research to stay focused, determined what was to count as data, separate data from noise, and avoid being drowned in a virtual data flood (Yomare and Agbonifoh, 1999:).

3.2 Population of Study

The population of the study consists of junior, senior and management staffs of five (5) selected banks in Asaba metropolis, Delta State. Hence the population consists of four hundred and thirty (430) employees (as reported by the human resource management department of each bank) to whom the work was generalized. The list of the five (5) selected banks is represented in the table below:

S/N	Banks	No of employees
1	Access bank	70
2	Eco bank	80
3	First bank	80
4	UBA	90
5	Zenith bank	110
	Total	430

Source: Human Resource Department of Bank (2016)

3.3 Sample Size

The sample size of any research study refers to the representation of the population from which it is being drawn (Olannye, 2006). For the purpose of this research, the appropriate number of representation of the population was determined using the Taro Yamen’s sample size formula.

The sample size used for this study was determined at 5% level significance using Taro Yamen`s Formula (TYF).

$$n = \frac{N}{1 + N(e)^2}$$

were n = sample size sought

N = population

e = level of significance.

The sample sought is:

$$n = \frac{430}{1 + 430(0.05)^2}$$

$$n = \frac{430}{1 + 430 (0.0025)}$$

$$n = \frac{430}{2.075} = 207$$

Therefore, the sample size that was used in this study constitutes 207 staffs.

TABLE 3.2 Proportion Sample Size from Each Bank

SN	Banks	Number of Staff
1	Access bank	(70/430)×207=33
2	Eco bank	(80/430)×207=39
3	First bank	(80/430)×207=39
4	UBA	(90/430)×207=43
5	Zenith bank	(110/430)×207=53
	Total	207

Source: Human resources management department of each bank

3.4 Sampling Techniques

The probability sampling method was adopted using the stratified random sampling technique. This is due to the fact that the researcher grouped the population into strata such as senior, middle and lower management staffs. (Olannye, 2006) noted that stratified random sampling technique is a probabilistic sampling method which ensures that the resultant sample is representative enough of the entire population. It is a sampling technique that gives every member of the population an equal chance of participation.

3.5 The Research Instrument

The cross-sectional survey research design method method was used as the main strategy for gathering the data for this study and it involves the administration of copies of validated questionnaire on the respondents. The primary data was gathered and specifically designed likert scale questionnaires administered to members of selected sample. Ogbor and Olannye, (2011) explained that a formal data collection process is necessary as it ensures that data gathered are both defined and accurate and that subsequent decision based on arguments embodied in the findings are valid.

Primary data was sourced through the administration of questionnaire to the staff of five selected banks in Asaba, Delta state, namely: Zenith Bank Plc., First Bank of Nigeria Plc., Ecobank, United Bank for Africa (UBA) and Access Bank Plc. The covering letter was addressed to the respondents accompanied with the instrument which explained the aim (objective) of the study, assuring them of the confidentiality of their responses. The introductory letter or covering letter was designed to motivate respondents to provide honest and needed responses to the survey instrument.

The questionnaire used consists of a five (5) point likert-type question ranging from a 1- Strongly Disagree to 5- Strongly Agree. It was suitable for this study because it is particularly suitable for measuring attitudes towards an object or for obtaining the response evaluation of an object (Olannye, 2006).

Questionnaire really constitutes the first attempt at scaling. The questionnaires are advantageous whenever the sample size is large enough to make it uneconomical for reasons of time or funds to observe or interview every subject.

The questionnaires designed are in two parts. The first part is a classification section. This requires such details of the respondent gender, age, educational qualification etc. The second part possesses the questions relating to the subject matter of the inquiry. The responses for this second part form the basis of our data presentation and analysis. This represents purely the primary source of data collection.

3.6 The Validation of Research Instrument

Validity has to do with the strength of the measurement or how much it does what it says it will. Reliability refers to the dependability of something. Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings whereas validity is concern with the ability of the instrument to measure what it is designed to measure (Olannye,2006).

3.6.1 Validity and Reliability Test

To validate the instrument for data collection, the questionnaire was given to the supervisor and others that are expert on the field of management and research. This was to establish the face and content of the instrument. Consequently, adjustments and corrections were effected to ensure that it elicits the desired information.

To establish the reliability of the instrument, a test-retest method was employed. A faulty research instrument can go a long way to nullify the reliability of the research findings. The instrument was administered to a group of staff and management of five selected banks in Asaba, Delta State.

The reliability test for the measuring instrument using the Cronbach Alpha coefficient estimation mode was used as a means of testing the reliability of the instrument and the findings revealed that all the sub-scale were deemed to be reliable enough to carry out the research in line with Nunnally and Bernstein (1994) cut of point of 0.7. An acceptable measure for CA is 0.7 or higher according to Nunnally and Bernstein, (1994). From table 3.1 below, the calculated CA is 0.843 and is higher than the recommended acceptable measure of CA 0.7 which makes measurement of the model reliability accepted. The variables used to measure Cronbach’s Alpha are Recruitment method, Applicant screening, Applicant Short-listing, Applicant interview and Organizational Performance.

Table 3.1. Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.843	5

3.7 Method of Data Collection

The survey method was used as the main strategy for gathering the data for this study and it involved the administration of copies of validated questionnaire relevant to the study on the respondents. The primary data was gathered because it is the most important and reliable

source of data collection, it entails the use of questionnaire and direct observation to obtain information relevant to the study. A specifically designed likert scale questionnaires was administered to members of selected sample. Ogbor and Olannye (2011) noted that when using questionnaires short, unambiguous questions carefully worded should be administered to the respondents for answers. This criterion was actually implemented by the researcher in order to maximize the full potentials of the questionnaires.

3.8.1 Analytical Tools

Analysis of data has to do with rational processing of data with the use of statistical tools, to produce information. The aim of the statistical analysis of data with regards to this research study was to assist (enable) the researcher make use of the data and helps the researcher make conclusions that are valid and lead to good decision (Olannye, 2006). Quantitative data is predominantly used as a synonym for any data collection techniques or data analysis procedure that generates or uses numerical data. More so, a quantitative approach will be vital for this study to achieve a “numerical description of variables, attitudes, or opinions” of a large population base.

This study employs the descriptive research method using observation and surveys. The aim of descriptive research is to verify formulated hypotheses that refer to the present situation in order to clarify it. According to Klopper (1990) researchers who use this method for their research usually aimed at demarcating the population by means of perceiving accurately research parameters and recording in the form of a written report of that which has been perceived. Test sampling therefore forms an integral part of descriptive research. This kind of research was used because the study seeks to obtain first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the study.

In this study, statistical techniques of data analysis were used. The list includes: descriptive statistics, frequency analysis, correlation, and regression analysis was employed to establish the nature of relationship between Employee Recruitment and Selection practices and organizational performance. Multiple regression and correlation analysis test is appropriate as the study seeks to unveil the Impact of employee recruitment and selection practices on organizational performance. Also correlation was used to show the relationship between variables, regression on the other hand, was used for prediction of outcome, it does not only show positive, negative or no relationship but also tells the strength of that relationship (Olannye,2006). All analysis was run using the statistical package for social science (SPSS) software version 21.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on the presentation and analysis of data and information collected through questionnaires administered to the employees of selected banks in Asaba. The data presented and analyzed in this study was categorized into three parts; the first is the descriptive analysis of respondents profile with percentage weighting attached. The second is the correlation analysis of the research questions and their respective variables. The third is the testing of hypotheses formulated for the study with the use of regression analysis. According to Nwadinigwe (2002) data analysis is the engine room of every research, this is because if it is done properly the researcher is likely to reach conclusion that are valid and could lead to a good decision.

Out of the 207 sets of questionnaire administered, two hundred and five (205) were returned, five (5) were not properly filled and two hundred (200) were useable. Therefore, the analysis in this chapter was based on the sample size of two hundred (200) copies.

4.2 Analysis of Respondents Profile

Table 4.1: Demographic information of the respondents

Characteristics	Measuring Group	No. of Valid Responses
Gender	Male	56 (28)
	Female	144 (72)
	Total	200 (100.00)
Age	Below 30 years	112 (56)
	31 – 40 years	78 (39)
	Above 40 years	10 (5)
	Total	200 (100.00)
Educational Qualification	OND/NCE	97 (48.50)
	HND/B.Sc	58 (29)
	MASTERS	27 (13.5)
	MBA	13 (6.50)
	Others	5 (2.50)
	Total	200 (100.00)
Religion	Christianity	120 (60)
	Muslim	80 (40)
	Pagan	- (-)
	Total	200 (100.00)
Job Experience	1-5 years	134 (67)
	6-10 years	53 (26.50)
	Above 10years	13 (6.50)
	Total	200 (100.00)
Status in Organization	Junior Staff	107 (53.50)
	Senior Staff	72 (36)
	Management	21 (10.50)
	Total	200 (100.00)
Department	Human Resources	23 (11.5)
	Marketing	108 (54)
	Customer Service	19 (9.5)
	Cash and Teller	50 (25)
	Total	
Marital Status	Single	115 (57.5)
	Married	85 (42.5)
	Divorced	- (-)
	Others	- (-)
	Total	200 (100.00)

Source: Analysis of field survey, 2015.

Table 4.1 above shows the demographic information of the respondents. The table revealed that 28% of the respondents were males and 72% were females. In terms of age, 56% of the respondents were below 30 years, 39% were in the age bracket of 31-40 years, 5% were above 40 years. In terms of educational qualification, 48.5% of the respondents reported that they possess OND/NCE, 29% of the respondents indicate that they have either HND or B.Sc as their highest qualification, 13% reported to be Masters degree holders. 6.5% had MBA certificate also 2.5% of the respondents indicated to have other qualifications not listed. As regards the religion of the respondents, 60% of the respondents indicated that they were Christians while 40% indicated that they were Moslem, none of the respondents indicated pagan. In terms of the job experience of the respondents, it reviewed that 67% of the respondents had below 5 years experience, 26.5% were those that had 6-10 years experience, those that had above 10 years experience were 6.5%. In terms of the status of respondents, 53.5% were junior staff, 36% were senior staff and 10.5% were management staff. The analysis also shows that 11.5% of the respondents were in human resources department, 54% were in marketing, 9.5% were in customers' service while 25% were in cash and teller. The respondents were also classified in terms of marital status, the analysis shows that 57.5% of the respondents were single while 42.5% were married. There were no indications of divorced and others.

4.3 Analysis of other Research Data

This section focuses on the analysis of responses to the major research questions which were broken down into sixteen (16) sub questions using the Likert scale of point 5. Specifically, they are analyzed using descriptive statistics, correlation and regression.

Research Question 1: The influence of application of recruitment methods on organizational performance?

Table 4.2: recruitment methods and organizational performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
1.	E-recruitments provides an ample pool of applicants	50 (25.0)	70 (35.0)	15 (7.5)	40 (20.0)	25 (12.5)	3.8
2.	Agencies attract potential candidate on-line	70 (35.0)	70 (35.0)	10 (5.0)	30 (15.0)	20 (10.0)	4.0
3.	Social media reduces the cost of job adverts	60 (30.0)	60 (30.0)	15 (7.5)	40 (20.0)	25 (12.5)	3.8
4.	A global pool of applicants are attracted by the web based methods	50 (25.0)	90 (45.0)	10 (5.0)	30 (15.0)	20 (10.0)	4.0
	Mean of means						3.9

Source: Analysis of field survey, 2015

Table 4.2 indicated recruitment methods and organizational performance, E-recruitments provides an ample pool of applicants Statement 1 shows that 120 (60%) of the respondents agreed, 15 (7.5%) were undecided and 65 (32.5%) disagreed. In statement 2 Lack Agencies attract potential candidate on-line, 140 (70%) were in agreement, 10 (5%) were the undecided rates and 50 (25%) were the disagreement rates.

Statement 3 Social media reduces the cost of job adverts. 120 (60%) of the respondents were in agreement, 15 (7.5%) were undecided while 65 (32.5%) were in

disagreement. In statement 4, A global pool of applicants are attracted by the web based methods, 140 (70%) were in agreement, 10 (5%) were undecided and 50 (25%) disagreed.

Research question 2: Applicant screening and organizational performance?

Table 4.3: applicant screening and organizational performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
5.	Comparing employee particulars against job specification is vital	50 (25.0)	70 (35.0)	15 (7.5)	40 (20.0)	25 (12.5)	3.8
6.	Candidates who don't meet requirement are separated from the pool of applicants	65 (32.5)	60 (30.0)	10 (5.0)	35 (17.5)	30 (15.0)	3.8
7.	Screening should take place according to the initial criteria set for the job	40 (20.0)	80 (40.0)	5 (2.5)	45 (22.5)	30 (15.0)	3.8
8.	Screening applicants on the grounds of already completed application forms or curriculum vitas is important.	60 (30.0)	90 (45.0)	5 (2.5)	25 (12.5)	20 (10.0)	4.1
	Mean of means						3.9

Source: Analysis of field survey, 2015

Table 4.3 indicated applicant screening and organizational performance, In Statement 5, Comparing employee particulars against job specification is vital shows that 120 (60%) of the respondents agreed, 15 (7.5%) were undecided and 65 (32.5%) disagreed. In statement 6 Candidates who don't meet requirement are separated from the pool of applicants, 125 (62.5%) were in agreement, 10 (5%) were the undecided rates and 65 (32.5%) were the disagreement rates.

Statement 7 Screening should take place according to the initial criteria set for the job. 120 (60%) of the respondents were in agreement, 5 (2.5%) were undecided while 75 (37.5%) were in disagreement. In statement 8, Screening applicants on the grounds of already completed application forms or curriculum vitas is important, 150 (75%) were in agreement, 5 (2.5%) were undecided and 45 (22.5%) disagreed.

Research question 3: The influence of applicant short-listing on organizational performance?

Table 4.4: applicant short-listing and organizational performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
9.	The shortlist of potentially suitable applicants must be forwarded and discussed with the relevant department	55 (27.5)	55 (27.5)	30 (15.0)	40 (20.0)	20 (10.0)	3.7
10.	Each person must rank the acceptable applications in order of suitability	65 (32.5)	60 (30.0)	10 (5.0)	35 (17.5)	30 (15.0)	3.8
11.	A specific choice must be made to determine which applicants would be invited for interviews	50 (25.0)	75 (37.5)	15 (7.5)	45 (22.5)	15 (7.5)	3.8
12.	Shortlisting ensures the firm employs candidates with reputable character	50 (25.0)	80 (40.0)	15 (7.5)	35 (17.5)	20 (10.0)	3.9
	Mean of means						3.8

Source: Analysis of field survey, 2015

Table 4.4 indicated applicant short-listing and organizational performance, The shortlist of potentially suitable applicants must be forwarded and discussed with the relevant department, Statement 9 shows that 110 (55%) of the respondents agreed, 30 (15%) were undecided and 60 (30%) disagreed. In statement 10 Each person must rank the acceptable applications in order of suitability, 125 (62.5%) were in agreement, 10 (5%) were the undecided rates and 65 (32.5%) were the disagreement rates.

Statement 11 Business A specific choice must be made to determine which applicants would be invited for interviews. 125 (62.5%) of the respondents were in agreement, 10 (5%) were undecided while 65 (32.5%) were in disagreement. In statement 12, Short-listing ensures the firm employs candidates with reputable character, 130 (65%) were in agreement, 15 (7.5%) were undecided and 65 (32.5%) disagreed.

Research question 4: Applicant interview and the organizational performance?

Table 4.5: applicant interview and organizational performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
13.	Employee performance is evaluated if applicants go through the interview	65 (32.5)	60 (30.0)	15 (7.5)	40 (20.0)	20 (10.0)	3.8
14.	Interview remains the best strategy to identify and employ competent employees	75 (37.5)	60 (30.0)	20 (10.0)	25 (12.5)	20 (10.0)	3.9
15.	Interview assesses the applicants competence	55 (27.5)	75 (37.5)	15 (7.5)	35 (17.5)	20 (10.0)	3.9
16.	Organizational performance is enhanced as competent employee are employed	60 (30.0)	55 (27.5)	15 (7.5)	45 (22.5)	25 (12.5)	3.7
	Mean of means						3.8

Source: Analysis of field survey, 2015

Table 4.5 indicated applicant interview and organizational performance, Employee performance is evaluated if applicants go through the interview, Statement 13 shows that 125 (62.5%) of the respondents agreed, 15 (7.5%) were undecided and 60 (30.0%) disagreed. In statement 14 Interview remains the best strategy to identify and employ competent employees, 135 (67.5%) were in agreement, 20 (10%) were the undecided rates and 45 (22.5%) were the disagreement rates.

Statement 15 Interview assesses the applicants competence. 130 (65%) of the respondents were in agreement, 15 (7.5%) were undecided while 55 (27.5%) were in disagreement. In statement 16, Organizational performance is enhanced as competent employee are employed, 115 (57.5%) were in agreement, 15 (7.5%) were undecided and 70 (35%) disagreed.

Table 4.6: organizational performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
17.	The shortlist of potentially suitable applicants enhances organizational performance	75 (37.5)	60 (30.0)	10 (5.0)	35 (17.5)	20 (10.0)	3.9
18.	Organizational performance is enhanced as competent employee are attracted	50 (25.0)	75 (37.5)	15 (7.5)	45 (22.5)	15 (7.5)	3.8
19.	Screening applicants facilitates organizational performance.	55 (27.5)	75 (37.5)	15 (7.5)	35 (17.5)	20 (10.0)	3.9
20.	Social media influences organizational performance.	40 (20.0)	90 (45.0)	10 (5.0)	30 (15.0)	30 (15.0)	3.9
	Mean of means						3.9

Source: Analysis of field survey, 2017

Table 4.6 indicated organizational performance, The shortlist of potentially suitable applicants enhances organizational performance, Statement 17 shows that 135 (67.5%) of the respondents agreed, 10 (5%) were undecided and 55 (27.5%) disagreed. In statement 18 Organizational performance is enhanced as competent employee are attracted, 125 (62.5%) were in agreement, 15 (7.5%) were the undecided rates and 60 (30%) were the disagreement rates.

Statement 19 Screening applicants facilitates organizational performance, 130 (65%) of the respondents were in agreement, 15 (7.5%) were undecided while 55 (27.5%) were in disagreement. In statement 20, Social media influences organizational performance, 130 (65%) were in agreement, 10 (5%) were undecided and 40 (20%) disagreed.

Table 4.3.7 Correlation matrix between studied variables

		1	2	3	4	5
Recruitment method	Pearson correlation	1				
	Sig. (2-tailed)					
	N	200				
Applicant screening	Pearson correlation	.512**	1			
	Sig. (2-tailed)	.000				
	N	200	200			
Applicant short-listing	Pearson correlation	.532**	.539**	1		
	Sig. (2-tailed)	.000	.000			
	N	200	200	200		
Applicant interview	Pearson correlation	.284**	.453**	.372**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	200	200	200	200	
Organizational Performance	Pearson correlation	.507**	.998**	.533**	.450**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

**Correlation is significant at the 0.01 level (2-tailed).

The result in table 4.3.7 shows that the tested variables showed an overwhelming positive correlation ranging from (.284 to .998) Implying that, there is a significant positive association between the variables of employee recruitment and selection practices and organizational performance.

4.3 Regression Analysis

As shown in Table 4.4.1, the four items of independent variables that were studied explain .995 (99.5%) of the organizational performance as represented by the R².

Table 4.4.1:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.995	.1416

a. Predictors: (Constant), APPLICATIONINTERVIEW, APPLICATIONMETHOD, APPLICATIONSCREENING, APPLICATIONSHORTLISTING

Table: 4.4.2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	790.963	4	197.741	9857.682	.000 ^b
	Residual	3.912	195	.020		
	Total	794.875	199			

a. Dependent Variable: ORGANISATIONPERFORMANCE

b. Predictors: (Constant), APPLICATIONINTERVIEW, APPLICATIONMETHOD, APPLICATIONSCREENING, APPLICATIONSHORTLISTING

Table 4.4.3: Multiple Regressions

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.167	.109		1.535	.126
	APPLICATION METHOD	.244	.046	.213	4.423	.002
	APPLICATION SHORTLISTING	.646	.074	.602	10.863	.000
	APPLICATION SCREENING	.326	.056	.298	5.959	.003
	APPLICATION INTERVIEW	.441	.066	.410	8.060	.003

a. Dependent Variable: ORGANISATIONPERFORMANCE

4.4 Hypotheses Testing

The Regression analysis was employed as an analytical tool for testing the hypotheses. Hypotheses' testing is really a systematic way for testing claims or ideas about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

Hypothesis H0₁

There is no significant relationship between application of recruitment methods and organizational performance.

Since the p-value critical is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is greater than the calculated level of significance ($0.002 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is significant relationship between recruitment methods and organizational performance.

Hypothesis HO₂

Applicant screening has no significant relationship with organizational performance

The level of significance that was calculated in table 4.4.3 above is lesser than the established p-value ($.000 < 0.05$), therefore the null hypothesis is rejected to accept the alternate which states that there is significant relationship between Applicant screening and organizational performance.

Hypothesis H0₃

There is no significant relationship between applicant short-listing and organizational performance.

Table 4.4.3 above shows that the calculated level of significance is less than the p-value of 0.05 (5%) i.e. ($.003 < 0.05$) and this means that the level of confidence between the two factors is 100%. Similarly, the null hypothesis is rejected and alternate is accepted implying that there is relationship between applicant shortlisting and organizational performance.

Hypothesis HO₄

Applicant interview has no significant relationship with organizational performance

The level of significance that was calculated in table 4.4.3 above is lesser than the established p-value ($.003 < 0.05$), therefore the null hypothesis is rejected to accept the alternate which states that there is significant relationship between Applicant interview and organizational performance.

4.5 Discussion of Findings

In accordance with the data analysis conducted in Chapter four and the review of the related literature in Chapter two, the discussion of findings of this research study is presented below.

Recruitment Methods and Organizational Performance

From the results of data analyzed, it was reported that the overall positive correlation coefficient values among the variables of application method is indicative that they are all appropriate indicators and dimensions of application method. Table 4.4.1 the Adjusted R^2 reported that 99.5% (.995) of the change in organizational performance was brought about by application method.

This is also supported by (Randall, 1987) findings that recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices This implies that recruitment methods enhances organizational performance.

Applicant screening have any effect on organizational performance

From the analysis of data, an overwhelming positive correlation was observed among the variables of applicant screening. The overwhelming positive correlations suggest that they were all appropriate indicators of applicant screening. In table 4.4.1, R^2 reported that 99.5% (.995) of the change in organizational performance is explained by applicant screening.

This is in agreement with Swanepoel et al (2003) assertion indicating that screening should take place according to the initial criteria set for the job. It is important for recruiters to

guard against any form of injustice against the applicants cannot be discriminated against on the basis of age, sexual orientation and other forms of discrimination. During this step, the recruiter may also screen applicants on the grounds of already completed application forms or curriculum vitae.

Applicant shortlisting have any effect and organizational performance

The result obtained portrayed a positive correlation coefficient values among the items that measure applicant shortlisting and this points out to the fact that they well all appropriate measures of applicant shortlisting. Table 4.4.1 shows the extent to which applicant shortlisting accounted for the change in organizational performance that is .995 (99.5%) represents the adjusted R^2 .

This further supports the findings of (Ballantyne, 2009) positing that Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment.

Applicant interview have any effect on organizational performance

From the analysis of data, an overwhelming positive correlation was observed among the variables of applicant interview. The overwhelming positive correlations suggest that they were all appropriate indicators of applicant interview. In table 4.4.1, R^2 reported that 99.5% (.995) of the change in organizational performance is explained by applicant interview.

This is an agreement with Robert (2005) interviews are the most frequently used selection technique and it is very unusual for candidates to be appointed without interviews. Interviews may either be structured or unstructured. The unstructured interview generally

takes the form of a free-ranging discussion, sometimes with the interviewer using a set of favourite questions but giving the interviewee free rein to answer in a general way. In an unstructured interview, the interviewer uses his or her own judgement about the overall performance of the candidate in deciding whether or not they match the role. The unstructured interview is the most commonly used interview.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This research study examined the impact of employee recruitment and selection practices on organizational performance. This chapter focuses on discussing the summary of findings from the analysis of data in chapter four, drawing conclusion on the basis of the findings and making appropriate recommendations. The chapter also provided room for contributions to knowledge and limitations and suggestions for further studies.

5.2 Summary of the Findings

The main objective of this study was to examine the impact employee recruitment and selection practices has on organizational performance so as to bridge this gap in knowledge. Four objectives were spelt out with the aim of addressing the four research questions raised. Four hypotheses were subsequently tested in line with the objectives, and the findings were summarized below:

The results revealed that application method has a positive influence on organizational performance which implied that organization will continue with good recruitment decision in order to have an outstanding performance.

It was found that applicant screening contributes significantly to organizational performance which implied that organization should put more effort in applicant screening in order to ensure positive organizational outcome of performance.

It was observed from the study that applicant shortlisting has an effect on organizational performance which means that applicant shortlisting of applicant shows that they are qualified for the next stage if it is necessary.

It was observed from the study that applicant interview also contributed significantly to organizational performance which implied that any organization that fail to operate on the applicant interview will tend to fail in the input of the applicants.

5.3 Conclusion

Based on the findings of this study, the following conclusions were reached.

It was concluded that recruitment methods influence organizational performance as E-recruitments provides an ample pool of applicants, Agencies attract potential candidate on-line, Social media reduces the cost of job adverts and a global pool of applicants are attracted by the web based methods.

The study concluded that applicant screening contributes to organizational performance as the screening of qualified applicants will enhance performance in the organization as comparing applicants particulars against job specification is vital.

The study also conclude that applicant shortlisting influence organizational performance as the shortlist of potentially suitable applicants must be forwarded and discussed with the relevant department, Each person must rank the acceptable applications in order of suitability, Shortlisting ensures the firm employs candidates with reputable character.

The final conclusion from the study was that applicant interview improve the organizational performance as employee performance is evaluated if applicants go through the interview, interview remains the best strategy to identify and employ competent employees as Organizational performance is enhanced as competent employee are employed.

5.4 Recommendations

In line with the findings and the conclusion of the study, the following recommendations were made.

Recruitment and selection practices have revealed the adherence of detailed departmental policies and procedures targeted towards organizational objective, fair, equitable and responsible application of recruitment practices. Establishments should thoroughly consider what skills, competencies and traits are required of candidates for vacant posts before advertising.

Effective employee recruitment is critical in meeting the capacity challenge of the state which is to deliver quality services to the people of Delta state. Correct decisions at the recruitment level are likely to manifest themselves in better performance over a period of time, which can enhance service delivery. Appropriate decisions regarding recruitment reflect on the credibility of the banking sector as an employer committed to objective and transparent recruitment practices.

Monitoring and evaluation of these policies and procedures is critical for tracking the process and ensuring that problems can be identified and addressed timely. As employee recruitment and selection play a central role in ensuring the best skills are present in the banking sector, improved appointment processes can enhance the development goals as well as step up the transformation process.

However to achieve its full potential, banks must improve its ability to recruit and select staff more effectively. This means that both HR sections in departments and managers themselves must enhance their skills in performing this crucial function. Recruitment of the best qualified and competent candidates should at all times be the goal. Better recruitment

and selection strategies may result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

5.5 Contributions to Knowledge

The following contributions to knowledge emerged from the study based on the findings and conclusions of this study.

- i The study established a theoretical base on the awareness of selecting the employees recruitment in a well-structured organization.
- ii The study provided an insight of other constructs of employee recruitment that has impact on organizational performance.

5.6 Suggested Area for Further Studies

This study has a number of observed limitations that should be addressed in further research studies. The domain of this research study was limited to selected banks in Asaba, Delta State. However future research studies could go ahead to expand the scope to involve other bank in other states within the country and should also include other industries and other institutions as the concept of recruitment and selection is not a concept that is practiced in the banking industry alone.

The research design which was adopted through questionnaire distribution was the cross-sectional design; hence, future researchers could adopt the longitudinal research design to elicit a more non-biased response other than that of hurry, distraction, pressure and lack of full concentration in order to gather/create more valuable results.

The sample size adopted was remarkably few i.e. a sample size of 200 which comprised staff of the five selected banks in Asaba. Hence future research could increase the sample size so that a more valid conclusion can be reached.

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APPENDIX I
STRUCTURED QUESTIONNAIRE

Department of Business Management
& Marketing
Faculty of Management Science
Delta State University
Asaba Campus

Dear Respondents,

Structured Questionnaire

I am a postgraduate student in the Department of Business Administration & Marketing, Faculty of Management Sciences, Delta State University, Asaba Campus.

I am conducting a research on the “impact of recruitment and selection practices on organizational performance”, as a part of the requirements for the award of Master of Science degree in Management.

Please kindly respond objectively to the set of questions contained in this structured questionnaire. This exercise is strictly academic and whatever may be your views will be treated with utmost confidence.

Thank you for your assistance.

DR OLANNYE A.P
(Project Supervisor)

OKOLIE JANE EKENE
(Researcher)

SECTION A

RESPONDENTS PROFILE

INSTRUCTIONS: The questions in the sub-section of the questionnaire are designed to elicit information about employee recruitment and selection practices as important practices for human resource management and are crucial in affecting organizational performance

Please answer by ticking () in the blank space provided.

1. **Gender:** (a) Male [] (b) Female []
2. **Age:** (a) Below 30 years [] (b) 31-40 years [] (c) Above 40 years []
3. **Educational Qualification:** (a) OND/NCE [] (b) HND/B.Sc [] (c) MASTERS []
(d) MBA [] (e) others []
4. **Religion:** (a) Christianity [] (b) Muslim [] (c) others []
5. **Job Experience:** (a) 1-5 years [] (b) 6-10 years [] (c) Above 10 years
6. **Status in Organisation:** (a) Junior Staff [] (b) Senior Staff [] (c) Management staff []
7. **Department:** (a) Human Resources [] (b) Marketing [] (c) Customer service []
(d) Cash and Teller []
8. **Marital Status:** (a) Single [] (b) Married [] (c) Divorced [] (d) others []

SECTION B

Kindly read through the following statement, use the scale below as your guide:

SA = Strongly Agreed

A = Agreed

U = Undecided

D = Decided

SD = Strongly Disagree

(1) To what extent has application of recruitment methods influence organizational performance?

S/N	STATEMENT	SA	A	U	D	SD
1.	E-recruitments provides an ample pool of applicants					
2.	Agencies attract potential candidate on-line					
3.	Social media reduces the cost of job adverts					
4.	A global pool of applicants are attracted by the web based methods					

(2) Does applicant screening have any effect on organizational performance?

S/N	STATEMENT	SA	A	U	D	SD
5.	Comparing employee particulars against job specification is vital					
6.	Candidates who don't meet requirement are separated from the pool of applicants					
7.	Screening should take place according to the initial criteria set for the job					
8.	Screening applicants on the grounds of already completed application forms or curriculum vitas is important.					

(3) To what extent has applicant shortlisting influence organizational performance?

S/N	STATEMENT	SA	A	U	D	SD
9.	The shortlist of potentially suitable applicants must be forwarded and discussed with the relevant department					
10.	Each person must rank the acceptable applications in order of suitability					
11.	A specific choice must be made to determine which applicants would be invited for interviews					
12.	Shortlisting ensures the firm employs candidates with reputable character					

4. Does applicant interview improve the organizational performance?

S/N	STATEMENT	SA	A	U	D	SD
13.	Employee performance is evaluated if applicants go through the interview					
14.	Interview remains the best strategy to identify and employ competent employees					
15.	Interview assesses the applicants competence					
16.	Organizational performance is enhanced as competent employee are employed					

ORANIZATIONAL PERFORMANCE

S/N	STATEMENT	SA	A	U	D	SD
17.	The shortlist of potentially suitable applicants enhances organizational performance					
18.	Organizational performance is enhanced as competent employee are attracted					
19.	Screening applicants facilitates organizational performance.					
20.	Social media influences organizational performance.					

APPENDIX II

```

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Correlations

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APPLICATIONSHORTLISTING	16.385	2.0067	200
APPLICATIONSCREENING	16.315	2.1256	200
APPLICATIONINTERVIEW	16.245	1.9087	200
ORGANISATIONPERFORMANCE	16.375	1.9986	200

Correlations

		APPLICATI ON METHOD	APPLICATI ON SHORTLIS TING	APPLICATI ONSCREE NING	APPLICATI ONINTERVI EW	ORGANIS ATIONPER FORMANC E
APPLICATION METHOD	Pearson	1	.512**	.532**	.284**	.507**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
APPLICATION SHORTLISTING	Pearson	.512**	1	.539**	.453**	.998**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	200	200	200	200	200
APPLICATIONSCREENING	Pearson	.532**	.539**	1	.372**	.533**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200
APPLICATIONINTERVIEW	Pearson	.284**	.453**	.372**	1	.450**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	200	200	200	200	200
ORGANISATIONPERFORMA NCE	Pearson	.507**	.998**	.533**	.450**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

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REGRESSION
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  /DEPENDENT ORGANISATIONPERFORMANCE
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APPLICATIONSCREENING APPLICATIONINTERVIEW.

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[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	APPLICATIONINTERVIEW, APPLICATIONMETHOD, APPLICATIONSCREENING, APPLICATIONSHORTLISTING ^b		Enter

a. Dependent Variable: ORGANISATIONPERFORMANCE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.995	.1416

a. Predictors: (Constant), APPLICATIONINTERVIEW, APPLICATIONMETHOD, APPLICATIONSCREENING, APPLICATIONSHORTLISTING

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	790.963	4	197.741	9857.682	.000 ^b
	Residual	3.912	195	.020		
	Total	794.875	199			

a. Dependent Variable: ORGANISATIONPERFORMANCE

b. Predictors: (Constant), APPLICATIONINTERVIEW, APPLICATIONMETHOD, APPLICATIONSCREENING, APPLICATIONSHORTLISTING

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.167	.109		1.535	.126
	APPLICATIONMETHOD	.244	.046	.213	4.423	.002
	APPLICATIONSHORTLISTING	.646	.074	.602	10.863	.000
	APPLICATIONSCREENING	.326	.056	.298	5.959	.003
	APPLICATIONINTERVIEW	.441	.066	.410	8.060	.003

a. Dependent Variable: ORGANISATIONPERFORMANCE


```

RELIABILITY
/VARIABLES=APPLICATIONMETHOD APPLICATIONSHORTLISTING
APPLICATIONSCREENING APPLICATIONINTERVIEW ORGANISATIONPERFORMANCE
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=MEANS.

```

Reliability

		Notes
Output Created		13-MAY-2017 18:59:52
Comments		
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
Input	Split File	<none>
	N of Rows in Working Data	215
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=APPLICATIONMETHOD APPLICATIONSHORTLISTING APPLICATIONSCREENING APPLICATIONINTERVIEW ORGANISATIONPERFORMANCE /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=MEANS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.06

[DataSet1]

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	93.0
	Excluded ^a	15	7.0
	Total	215	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.843	5

Item Statistics

	Mean	Std. Deviation	N
APPLICATIONMETHOD	17.120	2.0874	200
APPLICATIONSHORTLISTING	16.385	2.0067	200
APPLICATIONSCREENING	16.315	2.1256	200
APPLICATIONINTERVIEW	16.245	1.9087	200
ORGANISATIONPERFORMANCE	16.375	1.9986	200

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	16.488	16.245	17.120	.875	1.054	.128	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
82.440	63.092	7.9430	5