

Selection Strategies and Organizational Management in the Private Sector: Applying the Matching Theory in the Recruitment Process

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Abstract

The study examined selection strategies and organizational management in the private sector: applying the matching theory in the recruitment process. The population of study is the staff of the 50 selected organizations who were administered structured questionnaire. The Taro Yamane's formular for finite population was employed to achieve the 350 sample size used for the study. Correlation and Multiple regressions analyses were used to analyze primary data generated from the field and test the two formulated hypotheses. The study found that selection strategies had positive and significant effects on organizational management or performance in the selected hotels in Nigeria. It therefore concludes that selection strategies affect the management and performance of organizations. The paper recommends that more attention should be given to selection procedures/strategies in the recruitment process since they help to get the right and qualified persons for the vacant jobs in an organisation. And that selection of candidates should be anchored on merit, competence and similar job characteristic factors as they will improve employee's performance.

Keywords

applicant's credentials;
hotel management;
organizational
performance; recruitment
process; selection
procedures



I. Introduction

Modern organizations are working on strategies and best practices to outwit competitors and also grow their businesses. This has made it necessary to reposition the structures of organizations through the employment of qualified and dynamic workforce for effective management (Jolaosho, Shodiya, Olajide and Akintan, 2018). Organizations are positioned according to their long, medium and short term plans. In similar vein, strategic repositioning is driven by critical survival factors in a competitive business environment (Orishede, Uyokpeyi and Edih, 2020). It could be suggested or argued that critical survival factors are not far from the competence of staff, competitive advantage and technologies used by the organization. The competence and appropriateness of candidates for vacant jobs are ascertained through various selection strategies. Selection strategies represent a crucial part of the recruitment process. It is the strategy that has to do with screening, short listing, interviewing and placement of applicants who applied and are successful for the advertised job vacancies (Eromafuru, 2016). Selection strategy is a veritable tool utilized by the recruiting organization to identify candidates with core competencies for the available jobs. It enables organizations to make the right decisions in selecting qualified employees into their workforce. In this context, Hiew (2013) defines selection as the process of identifying applicants who have the required qualifications to

Occupy existing job openings. It is a vigorous fact that hiring decisions affect overall management and performance of an organization. Conversely, wrong recruitment decisions can mar organizational performance (Salami, Ajobor and Okuise, 2013).

Chanda, Bandal and Chanda (2016) see recruitment and selection process as problematic and complex function of human resource planning due to the time it takes, cost and alignments to organization's vision or goals. Also, Sahoo, Das and Sundaray (2011) describe strategic human resource management as the coordination of productive personnel towards achieving the strategic objectives of the organization. In this light, modern business organisations are looking at human resource being a veritable asset contributing immensely to growth and development. According to Argue (2015), effective management of the human resource improves organizational capacity and performance. It is on this background that scholars agree that recruitment and selection decisions affect the strategic plan of an organisation. Decisions made at the recruitment and selection stages impact on the long term vision of the organization (Henderson, 2011). Based on this, many organizations are seeking for potential employees with competence and experience for possible employment (Argue, 2015). It has been suggested that, developing sound recruitment and selection plan was necessary to reverse the negative effects of turnover of staff and double opportunities to gain competent hands (Brazeel, 2010).

Omisore and Okufu (2014) assert that the human capital is the backbone of organisations' existence since it drives its vision, mission, plans and programmes into reality. The objectives of any organization can only be achieved through effective and efficient co-ordination of the human resource. However, the value of the human resource to an organization has been undermined at the stage of selection. This is because many organizations lay greater premium on making profit at the grave expense of sustaining the business. Therefore, recourse to cheap labour is killing the core mandates (continuity and sustainability) of business organizations which is a problem that ought to be solved.

1.1 The Problem

Many organizations are in a moribund state and at the verge of collapse due to weak and casual procedures adopted for recruiting employees as well as the lukewarm management styles. More so, hiring cheap labour at the detriment of merit and competence is harmful to business innovations and growth. The function of staffing an organization is a critical success factor particularly in the hospitality industry being a service sector. Rendering of services to customers in the tourism sector, transport business and hotel services in a globally competitive environment demands dynamic personnel. Customers satisfaction is largely dependent on workers smartness and courtesy while profitability is anchored on the customer's base (numbers of guests per day, week or month). More so, the competitive nature of the hospitality industry has made some hotels to expand their services requiring qualified and adaptive working team. These additional services have increased hotel activities necessitating the need for thorough management education and regular training programmes for managers and other employees.

Hence, the study examined the effect of selection strategies on hotel management and performance in Nigeria.

1.2 Objective

The objective of the study is to examine the effect of selection strategies on hotel management/performance in Nigeria.

1.3 Research Question

How do selection strategies affect hotel management/performance?

1.4 Hypotheses

Ho1: Applicant's credentials/experience/job requirements do not have significant effect on hotel management/performance.

Ho2: Written and oral interviews do not have positive and significant effect on hotel management/performance

II. Review of Literature

Under literature review, we considered conceptual review, empirical review and theoretical framework for the study.

2.1 Conceptual Review

Three key concepts such as selection strategies, organizational performance and hotel management were discussed in detail.

a. Selection Strategies

According to Nayab (2010), selection process includes job specification, job description and person specification. Nayab espouses that selection is a comprehensive process involving two-way communication (interview) and evaluation of candidates. This is done to ascertain candidates' competence for the job and their characteristics compatibility with the culture of the organization. Gusdorf (2008) mentions two factors, namely, person position fit and person-organization fit as the composition and objectives of organizations. Cheng (2014) also contends person-organization fit is a hot problem in human resource management and organizational behaviour. To sustain development and competitiveness, organizations should recruit and keep capable hands who complement overall growth and development. Person-position fit model emphasizes the matching people with positions and person-organization fit model refers to the synergies between the individual employee and the organization.

Selection techniques such as assessment centres, bio-data, psychometric test, cognitive and physical ability test, and interview are used by organizations to select candidates for vacant positions. The essence of selection is to achieve a compatible competence with the requirements for the advertised job vacancies. Competence is described by Cummings et al., (2009) as the behavioural prerequisites for a job performance and organizational results enhanced by skills, attributes, character, quality, capacity and capability. Competence also means, the quality of intelligence in knowledge and character imparted into the assigned job Marvis (2014) contends that the competence level required by an organization is relative because it depends on the right selection methods. The selection procedure should ensure that candidates have appropriate capacities for the vacant job and the right personalities match with the culture of the organization. Selection process includes screening, selection tests, reference and background check, interview and physical examination.

Screening is also known as shortlisting and the first step following the attraction of applicants have been done. This is done to ascertain applicants who met the requirements for the job as advertised in the media, internet and any other means. Recruiters are strongly advised not to discriminate against applicants with potentials (Marvis, 2014). Selection tests are advisable where an organization is considering a large pool of applicants and

constrained with time. Tests are parts of an assessment centre procedure. It helps to ascertain applicants' intelligence through their performance in a written test. It is widely used both in the public and private sectors in Nigeria. This selection tests may range from intelligence, aptitude and personality test depending on the requirements of the job position.

The purpose of reference check is to obtain information about the behaviour of applicants and to authenticate their true personalities. Mustapha, Ilesanmi and Aremu (2013) state that the most common method of checking an applicant past life was through letters or telephone calls. It's the duty of recruiting organizations to request for reference letters from referees when submitting application letters for vacant jobs.

Interview is one of the critical stages in the recruitment process and the most widely used single method of selection. In this study, interview is synonymous with selection interview. Scott in Opayemi and Oyesola (2013) defines selection interview as a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Selection interview is a conversation where candidates are induced to talk freely with their interviewers about their experience and careers (Opayemi and Oyesola, 2013). Interviewing process has been seen as a subjective method which results may be unreliable if intended for evaluation purpose (Mustapha et al., 2013) because excessive weight is given to unfavourable information and interviewers are so much affected by appearance and non-verbal clues that has little to do with job performance.

b. Organizational Performance

Organizational performance represents several dimensions of performance such as increase in sales, increase in the numbers of customers' patronage and improvement in quality of products and rendering of services appreciated and patronized by esteemed customers. Simply put, it is an improvement in productivity in terms of profits and may be, organization's reputation (good will) above competitors (Edih, 2021). This can only be achieved with motivated and competent working team. Workers welfare is a prerequisite for improved performance. This includes training, promotion, living wage (not minimum wage as it obtains in Nigeria), periodical leave with its bonuses etc. The combined performance of the employees forms organizational performance for the period of assessment.

Thus, it could be argued that Organizational performance to a large extent depends on effective organizational management- that is by harnessing the potentials of her work force and available technical know-how but not at the detriment of employees as it obtains in public service in Nigeria. Omisore and Okofu (2014) lamented about the problems besetting workers performance in Nigeria. The incessant strikes embarked on by the Nigerian Labour Congress (NLC) is bitter and living attestation to the zero-welfare policy (ZWP) blatantly pursued by the government against her workers.

c. Hotel Management

The concept 'hotel management' may represent diverse constructions/meanings. Hotel management could mean the functions carried out by the Management (Manager) of a hotel. It could also mean those managing and supervising a given hotel. Hotel as an organization renders several services to its customers. The managers of hotels have a lot of activities to put in place for the business to remain afloat and grow. Globally, the service industry is very competitive and with no stringent barriers to entry, many hotels/tourist centres are springing up and spreading in major cities and towns in Nigeria. In this competitive instances, the functions of planning, staffing, organizing, coordinating and

directing must be carried out by the management team of the organizations as to actualize her dreams and vision. That is to say, Management entails the process of carrying out the functions (planning, organizing, etc) and implementing the objectives, programmes and goals of the organization (Eromafuru, 2016).

The management team of a hotel comprises of the managers, assistant manager, accountant, internal auditor, supervisors, procurement officer, and maintenance officer and at times, board of trustees. However, Management team varies from one organization to another because business is dynamic and policies and programmes vary according to organizational structure couple with environmental factors. Hotel management ensures that the daily activities and targets are implemented and realized according to budget/ plan. To achieve the objectives of an organization, all units, sections, departments should be properly coordinated and enhanced to perform to optimum expectations. Management should spellout the reporting line, chain of command and control to all employees of the organization. Above all, employees should express smiling faces at all times before guests because customers' satisfaction is the enroute to business sustainability and profitability especially in the hospitality industry.

2.2 Empirical Review

Mitrovic, Jankovic and Ivankovic (2016) study on hotel performance measurement in Slovenia and Croatia evaluated the development of hotel performance measurement practices based on literature review. The study provided an overview of current and literature research in the field of hotel accounting and segment reporting. It was discovered that competitive business environment with changing circumstances and numerous stakeholders' pressures compelled hotels to make stronger efforts towards satisfying different customers groups. It also showed that, performance measurement had become a very important tool in preparing a business strategy and to determine their positions on the demanding tourism market. The study provided insights into the problem of performance measurement and its implementation by hotel management. Performance measurement has become a very important tool for revenue management. The study recommended that managers should appreciate the benefits of adopting modern performance management system.

Cheng (2014) research on recruitment model based on person-organization fit in Shanghai, China affirmed that person-organization fit was a hot problem in human resource management and organizational behaviour. The aim of the study was to develop a new recruitment strategy of the person-organization fit. The new recruitment strategy emphasized that research should change from theory research to application research, from single to multiple measurement, from simple to complex relation and from the individual level to the organizational level. The methodology adopted by the study was the review of related literature. The study recommended that efforts should be strengthened to match individuals and organization and explore more use of person-organization fit in human resource management. Organization should also give full play to the role of complementary matching in the process of recruitment and selection. Business organizations should consider the age structure of candidates, academic qualifications, work experience, personality characteristics and capabilities as well as take into account the matching between its various complementary qualities.

Adam, Stella, Szumbah and Agasa (2016) studied the impact of recruitment and selection on performance of public water utilities in Tanzania. The result showed a statistically significant relationship between recruitment and selection on performance of public water utilities. The study recommended that due diligence, recruitment and selection

policy and strategy, be maintained in public water utilities to strengthen the process of recruitment and selection.

Akuamoah, Amedagbu, Buabasah and Letsa-Agbozo (2016) examined the impact of effective recruitment and selection practices on organizational performance in the University of Ghana. The Kendall's co-efficient of concordance (iv) for the rankings of human capital choice attributes was used. This infers that the degree of agreement on a zero to scale is 0.040. The degree of unanimity as measured by the W-Statistics is about 4% since the score is zero for random ranking and one (1) for perfectly unanimous ranking. Findings showed that, there was agreement among respondents with regards to ranking provided. The asymptotic distribution gave significance level value of 0.000 which is less than 0.05. The null hypothesis (where ranking disagrees) was accepted. The study recommended that the procedure for recruiting and selection in University of Ghana should be adhered to. This would ensure that the right employees were employed for the academic institution.

Omisore and Okofu (2014) research on recruitment and selection process in the Nigerian public service examined the process of recruitment and selection into the public service. The study addressed five research questions and employed descriptive statistics to analyse the data collected from respondents through questionnaire. Findings revealed that merit was put aside because of ethnicity and religious factors. It was also found that the Federal Character Principle was the basis of recruitment and selection. The study recommended that for efficient administration, government should hold on her recruitment and selection policies and employ the most qualified, disciplined and committed human resource to ensure good governance.

Opayemi and Oyesola (2013) study on the perception of selection interview, selection test and employment performance buttressed that the critical success factor for organizations in the 21st century was sustainable competitive advantage. The study concluded that selection interview, and selection test are good predictors of employee performance. The study recommended that organizations should consider human resource models that will maintain their competitive advantages.

Uzuegbu, Arua and Uche (2012) studied recruitment variables in the employment of library and information professionals in academic and research libraries in Nigeria. The study adopted a survey research design and four-point (modified) Likert questionnaire was used to collect data. Findings showed that, educational qualification, work experience, nationality/locality issues, age, membership to professional bodies are variables considered in recruitment. The study recommended that trained and competent employees be recruited into the organization for effective operations.

Ekwoaba, Ugochukwu and Ndubusi (2015) did a study on the impact of recruitment and selection criteria on organizational performance in Lagos, Nigeria. The study gathered data through structured questionnaire administered to 130 respondents. Data were analysed using descriptive and inferential statistics. Specifically, the Chi-square was used to test the hypothesis. It was found that recruitment and selection criteria had significant effect on employees' performance.

2.3 Matching Theory

The matching theory was propounded by Fombrum, Tichy and Devanna (1984) in Michigan school. The theory asserts that, organizational objectives are achieved through a coordinated human resource management and effective application of the five major functions of selection, performance (output), appraisal (assessment), rewards and development.

The theory emphasizes that, potential employees should undergo the process of recruitment and selection as the rudiment and culture of the organization. The contributions of employees are evaluated using appropriate performance techniques. The model also stress that rewards which serve as incentive to workers should be offered on the basis of appraisal and performance of employees. In order to achieve qualitative performance from the workers, the organization must embark on training and development programmes. The functions of the human resource management are cyclically and interdependent on one another. It is germane that organizations should incorporate the critical philosophies of the matching theory in their recruitment and selection processes.

III. Research Methods

The study population is 2,850 staff of the 50 selected organizations. Correlation and Multiple regressions analyses were used to test the Hypotheses and analyze the data generated from the field. The research instrument is structured questionnaire administered to 350 sampled population. This sample size was calculated using Taro Yamane sample size determination formularat 5% error. However, three hundred and forty sets of questionnaire (340) were returned implying that 97% sets of questionnaire were returned and used for the study. Based on the advised of Mugendaand Mugenda (2003) a response rate of 50% or more is adequate for data analysis. Therefore, 97% responses to questionnaire were above averageand reasonable for the study.

The multiple regressions model which accommodates two or more independent variables is as follows:

$$Y_i = \alpha + \beta X_1 + \mu \dots\dots 1$$

Where Y_i = dependent variable

X_i = independent variable

μ = error term (stochastic disturbance)

α = constant/intercept

However, the modified model equation used for the study is

$$HMGTP. = \alpha + \beta (jrcr) + \beta_2 (wt) + \mu \dots\dots 2$$

HMGTP = Hotel management/performance

Jrcr=job requirement/credentials

Wt= written test/oral examination

IV. Results and Discussion

4.1 Results

Table 1. Correlation Analysis of Variables of Selection Strategies and Organizational performance

	App Credentials	Written/ oral interview	Org Pef.
App Credentials	1		
Written/oral	.345**	1	
Org Pef.	.447**	.492**	1

Source Researchers Computation, 2021

As evidenced from the correlation matrix in Table 1, Job requirements/Applicant's credentials showed positive correlation with Written/Oral interviews ($r=.345^{**}$, $p<.01$), Organizational performance ($r=.447^{**}$, $p<.01$). Similarly, Written/Oral interviews had positive correlation with Organizational performance ($r=.492^{**}$, $p<.01$).

Table 2. Selection strategies and hotel management/ performance

Source	SS	Df	Ms		Number of obs=	340
Model	91.2579113	2	45.6289555		F(1, 340=	117.52
Residual	95.898089	342	.388251373		Prob>F=	0.0000
Total	187.156	344	.751630522		r-squared=	0.4876
					Adj R-squared=	0.4876
					Root MSE=	.6231
Hmgtp	Coef.	Std. Err	T	p> t	95% conf.	Interval]
Jrcr	.4971717	.0613563	8.10	0.000	.3763235	.61802
Wt	.2702302	.0543318	4.97	0.000	1.112001	.377243
-cons	1.144062	.1985143	5.76	0.000	.7530647	1.535058

Source: Analysis of field survey, 2021

4.2 Discussion

The results above showed the contributions of each dimension of selection strategies to hotel management/performance. As indicated in the multiple regressions table, job requirements/employees credential shave significant effect on hotel management/performance (Coef. = 0.497, $p = 0.000 < 0.05$), written test/oral examination dimension of selection strategies have significant effect on hotel management/ performance (Coef. = 0.270, $p = 0.000 < 0.05$).

Since the p-values are less than 0.05 at 5% level of significance for selection strategies, we reject the combined null hypothesis which states that selection strategies do not hve significant effect on organizational management/ performance in the selected hotels in Nigeria and accept the combined alternate hypothesis which states that selection strategies do have significant effect organizational management/ performance in selected hotels in Nigeria. As indicated in Table one, Adj. R-Squared of the models is 0.4876 implying that 48.8% change in the dependent variable (organizational management/performance) is brought about by the independent variable (selection strategies).

In line with the model designed for the study, the contributions from the subvariables of selection strategies on organizational management/performance is mathematically demonstrated as follows;

$$Hmgtp = 1.144 + 0.497Jrcr + 0.270Wt + \mu$$

These findings are supported by the studies of (Omisore and Okofu, 2014; Cheng, 2014; Mustapha et al., 2013; Opayemi and Oyesola, 2013; Mitrovic et al., 2016; Adams et al., 2016; Akuamoah et al., 2016; Uzuegbu et al., 2012 ; Ekwoaba et al., 2015) indicating that selection strategies are critica land supportive to the management and performance of organizations. Ekwoaba et al., (2015) asserts that selection criteria affect the performance of the organization. Opayemi and Oyesola (2013) study concludes that interviews and tests are good predictors of organization performance. The study of Cheng (2014) confirms that selection stage gives organizations the room to match candidates' qualities in terms of age, academic, work experience, and personality characteristics with organizational

objectives and culture, The “**matching theory**” strongly advocates the need to match potential employees' attributes, credentials and competence with job requirements , organizational goals and culture. It thus implies that the selection stage is germane to the employment of competent manpower for the management of an organization.

V. Conclusion

The study examined the impact of selection strategies on hotel management/ performance in Nigeria. It was observed that many organizations are failing due to weak and casual selection strategies. Therefore, the stage of selection in the recruitment process is key to organizational management and performance. The study affirms that selection is the critical stage of matching employee's competences with organization's goals and culture. The exercise of matching the credentials and competence of potential employees with organizations' objectives require professionalism. The study, therefore, concludes that competent manpower is a sine qua non to the effective management and performance of an organization. It is therefore obvious that a thorough selection practice produce sound personnel for an organization.

Based on the above findings the study recommends that more attention should be given to the selection stage in the recruitment exercises since it leads to securing the right and qualified persons for the available jobs in an organization.. And that, the credentials/job experience of successful candidates should match the objectives, mission and long term goals of the organization. It is also recommended that selected candidates should be seen as amenable to training and development that will enhance their skills and productive capacities.

Acknowledgements

We wish to express our profound gratitude to the respondents from the selected organizations for their overwhelming support. We are also grateful to Evangel Computer Centre, Asaba for her services. We hereby declare that the study was not funded by any organisation and there was no conflict of interests.

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