

**RECRUITMENT AND SELECTION AS A PANACEA FOR HIGHER
EMPLOYEE PRODUCTIVITY IN AN ORGANIZATION: A STUDY OF JEZCO
NIGERIA LTD, ANAMBRA STATE, NIGERIA**

BY

Okechukwu Ferdinand Cyril-Nwuche PhD

Department of Entrepreneurship
Faculty of Management Science
Nnamdi Azikiwe University, Awka
of.cyril-nwuche@unizik .edu.ng
+2348034066568

ABSTRACT

This study examined recruitment and selection as a panacea for higher employee productivity in an organization: A study of JEZCO Nigeria Ltd, Anambra State, Nigeria. The objectives of the study are; to investigate whether effective recruitment and selection process will aid employee retention in organization, and to examine how the recruitment and selection process/practices influences employee's productivity and growth of the organization. Survey research design and descriptive design was used with a sample size of 97 obtained using Yaro Yamane's formula out of the population of 130 employees in the organization of the study. 130 copies of questionnaire were distributed to the respondents and 97 was returned, which was used for the analysis using correlation. The result of the analysis shows that an effective recruitment and selection process have a significant effect on employees' retention in organization and that recruitment and selection practices affects employee productivity and organization's growth. This study recommends that human resource practitioners should utilize both external and internal recruitment and selection practices in securing human element and to always use professional association in recruitment. Also, recruitment and selection process be objective as much as possible.

Keywords: Recruitment, promotion, selection, human element, productivity.

INTRODUCTION

In some organizations in Nigeria, the recruitment and selection process in financial institutions has historically faced several challenges. Issues such as favoritism, nepotism, and inadequate attention to merit-based hiring have hindered the achievement of optimal productivity in many organizations. However, Jezco Nigeria Ltd has implemented reforms aimed at ensuring transparency and merit in its hiring practices both in Anambra State and other branches. These reforms have been part of broader efforts to professionalize the manufacturing industry in Nigeria, ensuring that only qualified individuals who align with the firm's vision are hired. This shift has had a significant impact on employee productivity, as it allows Jezco Nigeria Ltd to build a team of professionals who are committed to achieving the firm's objectives.

Furthermore, the integration of technology into recruitment and selection processes has transformed the way organizations identify and select talent. Digital tools such as applicant tracking systems (ATS), online assessments, and artificial intelligence (AI)-driven screening processes have streamlined the recruitment process, making it more efficient and objective. A study by Akpan and Ogunde (2022) indicated that organizations that have embraced digital recruitment tools are better able to attract a wider pool of candidates, assess them more effectively, and make quicker hiring decisions. In the case of Jezco Nigeria Ltd, the adoption of technology in recruitment has been a game-changer. The firm's use of online platforms to attract, assess, and onboard candidates has reduced the time and cost of recruitment, while also improving the quality of hires.

The correlation between effective recruitment and selection processes and employee productivity is further supported by the human capital theory, which posits that investing in the right talent leads to higher productivity and better organizational performance. In the context of Jezco Nigeria Ltd, the recruitment process is not just about filling vacancies but about investing in human capital that can drive the firm's long-term success. As organizations seek to achieve a competitive edge, having a well-designed recruitment and selection process that focuses on attracting and retaining top talent is critical (Becker & Huselid, 2021). By ensuring that recruitment and selection practices are aligned with organizational goals, Jezco Nigeria Ltd is better positioned to improve employee productivity and, by extension, enhance its overall performance.

It is a truism that the recruitment and selection processes in many organizations have historically been flawed, with decisions often based on factors other than merit, such as nepotism, favoritism, and influence from external parties (Ogunyomi & Bruning, 2022). These practices have a detrimental impact on employee productivity, as they lead to the hiring of individuals who may not have the required skills, qualifications, or alignment with the organization's culture. For Jezco Nigeria Ltd, the consequences of ineffective recruitment and selection manifest in various ways, including high turnover rates, low employee engagement, and underperformance. Employees who are not properly vetted during the selection process may lack the motivation and commitment required to contribute meaningfully to the firm's overall goals.

Moreover, the rapid advancement in technology and the changing nature of work have introduced new demands on the workforce. As noted by Akpan and Ogunde (2022), firms need to recruit employees who are not only technically competent but also adaptable to technological changes. Jezco Nigeria Ltd's existing recruitment strategies, however, may not fully incorporate the use of modern tools such as artificial intelligence, online assessment platforms, and digital interviewing methods. This gap between the evolving nature of work and traditional recruitment practices can hinder the firm's ability to attract and retain talent that can drive higher productivity. In a sector where customer service, regulatory compliance, and financial expertise are crucial, Jezco Nigeria Ltd must find innovative ways to enhance its recruitment and selection processes to keep pace with the dynamic business environment.

Another critical issue affecting Jezco Nigeria Ltd's recruitment and selection process is the lack of a competency-based approach in some areas of the organization. While the firm has made strides in professionalizing its recruitment process, there is still room for improvement in ensuring that the selected candidates possess the right competencies for specific roles. As Eze and Chinedu (2023) pointed out, a competency-based recruitment process is essential for ensuring that employees not only meet the technical requirements of their jobs but also demonstrate leadership potential, emotional intelligence, and cultural fit. Without such a framework, there is a risk that the firm's recruitment process may overlook these critical attributes, leading to the selection of employees who may not be fully equipped to excel in their roles or contribute to the firm's long-term success.

Furthermore, the consequences of inadequate recruitment and selection are evident in the firm's overall performance metrics. Ineffective recruitment can lead to low productivity, high levels of absenteeism, poor work quality, and ultimately, a decline in organizational performance (Kanyemba et al., 2023). Jezco Nigeria Ltd, like many financial institutions, operates in a highly competitive market, where the efficiency and effectiveness of its employees directly impact its ability to serve customers, maintain regulatory compliance, and grow its market share. When recruitment and selection processes fail to identify the most suitable candidates, the firm suffers from a skills gap, which can lead to poor service delivery and a reduction in customer satisfaction.

Objectives of the Study

The main objective of this study is to analyse recruitment and selection as a panacea for achieving higher employee productivity in an organization with reference to Jezco Nigeria Ltd of Nigeria. The specific objectives of the study are to:

- ii. Determine the impact of recruitment and selection processes on employees' retention in organization.
- ii. Analyze how recruitment and selection practices affect employee productivity and the organization's growth.

Statement of Hypotheses

The following hypotheses were formulated for the purpose of this study:

H0¹: An effective recruitment and selection process does not have any significant effect on employees' retention in organization.

H0²: Recruitment and selection practices does not affect employee productivity and the organization's growth.

LITERATURE REVIEW

2.1 Conceptual Review

The concept of recruitment and selection has evolved over the years, particularly with advancements in technology and changes in labor market dynamics. Modern recruitment practices now include digital platforms, artificial intelligence (AI) tools, and social media, which have expanded the reach and efficiency of hiring processes (Breugh, 2020). Similarly, selection techniques have become more sophisticated, with organizations using structured interviews, psychometric testing, and competency-based assessments to ensure they hire the best talent. The integration of technology into these processes has not only improved efficiency but also ensured greater objectivity, reducing biases in hiring decisions.

Recruitment and selection are more than just filling vacant positions; they are strategic processes that help organizations build a capable workforce aligned with their long-term goals. By hiring the right people, organizations can foster innovation, increase productivity, and maintain a competitive edge in the marketplace. Conversely, poor recruitment and selection practices can lead to high turnover rates, decreased employee morale, and lower organizational performance (Dessler, 2021). Therefore, it is essential for organizations to continuously refine their recruitment and selection strategies to meet the ever-changing demands of the business environment.

Recruitment Needs

These needs arise from various organizational circumstances, such as business expansion, employee turnover, skills gaps, or shifts in organizational strategy. Understanding recruitment needs is crucial because it ensures that the recruitment process is aligned with the organization's goals and that the right candidates are attracted and selected for available roles. Recruitment needs can be broadly classified into several categories:

(i). Growth Needs: As organizations expand, they require additional employees to support increased operations or new business areas. Growth needs are typically associated with business development, market expansion, or the introduction of new products and services. In such cases, recruitment efforts focus on acquiring talent with the necessary skills and expertise to support the organization's expansion strategies (Armstrong, 2021).

(ii). **Skills Gap Needs:** Rapid technological advancements and changing business environments often create gaps in the skills available within the workforce. Recruitment needs in this context arise when the organization identifies a lack of specific expertise required to achieve its objectives. This type of recruitment is aimed at hiring individuals with specialized skills or knowledge to fill the identified gaps and enhance the organization's capacity to innovate and compete effectively (Dessler, 2021).

(iii) **Strategic Needs:** These recruitment needs are driven by the organization's long-term goals and strategies. For example, if an organization is aiming to diversify its workforce, improve leadership capacity, or foster innovation, it may seek candidates with particular attributes, such as leadership potential, cultural fit, or adaptability. Strategic recruitment needs are closely tied to the overall direction of the organization and focus on building a workforce capable of achieving future goals (Torrington et al., 2022).

(iv) **Replacement Needs:** These arise when an employee leaves the organization due to resignation, retirement, or dismissal. In such cases, the organization must recruit new talent to fill the vacated position and maintain business continuity (Breaugh, 2020). Replacement needs are often immediate and urgent, as the organization may face productivity losses if key roles remain vacant for extended periods.

Recruitment and Selection Process and Development of the Organization

It involves identifying the need for talent, attracting qualified candidates, and selecting individuals who not only meet the job requirements but also align with the organization's culture and goals. Effective recruitment and selection strategies are integral to building a productive workforce that can contribute to long-term organizational success.

Moreover, the recruitment and selection process has evolved significantly with the integration of technology, which has improved efficiency and expanded the pool of potential candidates. A study by Lee and Park (2023) found that organizations utilizing digital recruitment platforms and AI-driven selection tools experienced improved hiring outcomes. These technologies allow companies to screen candidates more effectively, reduce biases, and focus on competencies that are critical for organizational development. This alignment of technological advancement with recruitment strategies facilitates the acquisition of a diverse and skilled workforce, further enhancing organizational growth.

The connection between recruitment, selection, and organizational development is underscored by the fact that employees are the primary drivers of innovation and productivity. Jones and Kim (2023) argue that organizations that invest in a comprehensive recruitment process tend to experience better organizational development outcomes because they can build a workforce that is not only skilled but also adaptable and innovative. By selecting individuals who are aligned with the organization's vision, companies can foster a culture of continuous improvement and growth.

The Recruitment Process

It involves a systematic approach to filling job vacancies, ensuring that the right talent is sourced and selected to contribute to the achievement of organizational goals.

Recruitment typically begins when an organization identifies a need for new employees, either to fill a vacant position or to support expansion efforts. According to Ryan and Derickson (2022), the recruitment process is critical for maintaining organizational competitiveness, as it ensures that the company has access to a pool of qualified candidates who can drive innovation and growth.

The first step in the recruitment process is job analysis, which involves identifying the specific requirements and responsibilities associated with the position to be filled. This helps in drafting a job description and specification that outline the qualifications, skills, and experience required for the role (Ofori & Aryeetey, 2023). A clear and detailed job description not only guides the recruitment process but also helps attract candidates who align with the organization's expectations.

Once the job requirements are defined, the next phase involves sourcing candidates. Recruitment sources can be internal or external. Internal recruitment focuses on promoting or transferring existing employees, which helps in retaining talent and encouraging employee loyalty (Jain & Thakur, 2023). External recruitment, on the other

hand, involves attracting candidates from outside the organization, often through advertisements, recruitment agencies, or online job portals. In recent years, the use of digital platforms and social media for recruitment has expanded significantly, enabling companies to reach a broader audience and attract a more diverse pool of candidates (Smith & Williams, 2023).

The final phase of the recruitment process is the selection and offer stage, where the organization chooses the most suitable candidate based on their performance in the assessments and interviews. Before making a final offer, organizations often conduct background checks and reference verifications to ensure the candidate's qualifications and experience are accurate (Lee & Schmidt, 2023). Once a candidate is selected, a job offer is extended, outlining the terms of employment, including salary, benefits, and other conditions.

Recruitment, Selection Criteria and Organizational Performance

Recruitment refers to the process of identifying and attracting potential candidates to fill job vacancies, while selection criteria are the specific qualifications, skills, and attributes that organizations use to evaluate and choose the best candidates for the position. Both of these processes are closely linked to the success and efficiency of an organization, as they directly influence the quality of the workforce and, consequently, the overall organizational performance. A well-structured recruitment process ensures that organizations attract candidates who are not only qualified but also fit within the culture and long-term goals of the company. A study by Phillips and McGregor (2023) highlights that organizations that invest in robust recruitment strategies tend to perform better in terms of employee productivity and innovation. The recruitment process begins with job analysis, where the organization identifies the key requirements and competencies needed for the role. This ensures that only candidates with the appropriate skill sets are attracted and shortlisted for the selection process.

Selection criteria, on the other hand, involve determining the factors that are most critical for the success of candidates in their prospective roles. These criteria typically include educational qualifications, work experience, technical skills, and soft skills like communication, teamwork, and leadership abilities (Thompson & Kim, 2022). The criteria used in the selection process play a decisive role in ensuring that the chosen candidates can contribute meaningfully to the organization's performance. When organizations use well-defined selection criteria, they can better assess candidates' suitability, leading to improved job performance and lower turnover rates (Adeyemi & Johnson, 2021).

Factors Influencing Recruitment

Recruitment is a critical function of human resource management, and several factors can influence its effectiveness. These factors determine how organizations attract, assess, and select candidates, directly affecting the quality of the workforce and overall organizational performance. The recruitment process can be influenced by both internal and external factors that shape an organization's ability to attract the right talent.

One of the primary factors influencing recruitment is the labor market conditions. The availability of skilled labor in the market significantly affects the recruitment process. In a tight labor market, where there are fewer qualified candidates, organizations may face challenges in attracting the right talent, often leading to increased competition among firms (Smith & Taylor, 2023). Conversely, in a labor market with a surplus of talent, organizations have more options, which can improve the quality of hires but also require more effort to filter through a large number of applicants.

Organizational reputation and employer branding also play a significant role in influencing recruitment. Companies with a strong reputation as desirable places to work tend to attract top talent more easily (Brown & Martinez, 2022). Job seekers are drawn to organizations that are known for good work culture, opportunities for advancement, and competitive compensation packages. On the other hand, organizations with poor reputations may struggle to attract qualified candidates, regardless of the salaries or benefits they offer. Employer branding, which includes the image and perception that prospective candidates have of an organization, is a powerful tool that can influence the recruitment process. Finally, legal and regulatory frameworks impact recruitment practices. Employment laws related to discrimination, minimum wages, working hours, and labor rights must be adhered to during recruitment (Williams & Patel, 2023). These laws vary across countries and industries and influence how job vacancies are advertised, how candidates are assessed, and what criteria are used in the selection process. Compliance with these regulations is essential to avoid legal challenges and maintain a fair and equitable recruitment process.

Challenges of Recruitment and Selection

These challenges can impact an organization's ability to attract, assess, and retain the right talent, leading to issues such as prolonged vacancies, higher recruitment costs, and mismatches between job roles and candidates. Several internal and external factors

contribute to these challenges, making it necessary for organizations to continuously adapt their recruitment and selection strategies.

One significant challenge in recruitment and selection is the availability of qualified candidates. In competitive job markets, organizations often face difficulties in attracting candidates who possess the specific skills and qualifications required for certain roles. According to Brown and Williams (2023), the scarcity of talent in specialized fields, such as information technology and engineering, has made it difficult for companies to fill technical positions. This shortage of skilled candidates often leads to extended recruitment periods, increasing the costs and time required to fill vacancies. In some cases, organizations may lower their hiring standards, which can result in underqualified candidates being selected.

Another major challenge is bias and subjectivity in the selection process. Even with structured recruitment methods, biases can affect decision-making, leading to unfair hiring practices. A study by Davis and Thompson (2022) found that unconscious biases, such as favoritism towards certain demographics or educational backgrounds, often skew selection decisions. These biases can result in a lack of diversity within the organization, limiting the range of perspectives and ideas brought in by new employees. Overcoming

these biases requires organizations to invest in training and implementing more objective selection tools, such as psychometric testing and structured interviews.

The integration of technology into recruitment processes has also posed both opportunities and challenges. While applicant tracking systems (ATS) and AI-powered recruitment tools have made it easier to handle large volumes of applications, they also come with limitations. As noted by Garcia and Patel (2023), these technologies can sometimes filter out qualified candidates based on rigid algorithms, leading to potentially suitable applicants being overlooked. Additionally, smaller organizations may struggle to afford or implement advanced recruitment technologies, putting them at a disadvantage compared to larger companies with more resources.

Retention issues following the recruitment process also present challenges. Organizations may successfully recruit and select candidates but fail to retain them due to factors such as poor onboarding practices, misalignment between job expectations and reality, or inadequate organizational culture fit. As indicated by Lee and Johnson (2022), high employee turnover can often be traced back to flaws in the recruitment and selection process, such as unclear job descriptions or poor cultural alignment. This not only increases the costs associated with replacing employees but also affects overall organizational morale and productivity.

Another common challenge is the cost and time associated with recruitment. The recruitment process can be expensive, especially when organizations rely on external recruitment agencies or invest in digital recruitment platforms. Moreover, the time it takes to advertise positions, screen candidates, and conduct interviews can delay the

hiring process. A study by Chen and Yao (2023) highlighted that prolonged recruitment cycles often disrupt business operations, especially in roles where the vacant position is critical to daily functions.

Recruitment and Selection Practices and Performance

Recruitment and selection practices play a vital role in determining the overall performance of an organization. These practices are designed to attract, identify, and hire individuals who are capable of contributing to the organization's goals and growth. When implemented effectively, recruitment and selection practices can enhance employee productivity, improve organizational efficiency, and foster a positive work environment. Conversely, ineffective recruitment and selection processes can result in poor hires, leading to decreased performance, higher turnover, and increased costs associated with rehiring and training.

Effective recruitment practices begin with a clear understanding of the organization's staffing needs, which allows for the development of well-structured job descriptions and specifications. According to Ahmed and Lee (2023), recruitment practices that are aligned with the organization's strategic goals ensure that the right candidates are targeted, reducing the likelihood of mismatches between the role and the selected individual. This alignment is particularly important in industries where specific technical skills or competencies are required to maintain operational efficiency. Furthermore, the use of diverse recruitment channels, such as online platforms, social media, and internal referrals, enhances the ability to attract a broader pool of qualified candidates.

Selection practices, on the other hand, are critical for determining the best fit among the pool of applicants. The use of structured interviews, psychometric tests, and assessment centers helps in objectively evaluating candidates' competencies and their potential to perform well in the role (Hernandez & Kim, 2022). Studies have shown that organizations that rely on competency-based selection methods tend to have higher-performing employees, as these methods focus on identifying candidates whose skills and values align with the organization's culture and objectives. For example, structured interviews allow recruiters to assess candidates based on predefined criteria, which reduces subjectivity and ensures consistency in the evaluation process.

The relationship between recruitment and selection practices and organizational performance is well-documented. A study by Jones and Thompson (2023) found that organizations with robust recruitment and selection processes reported higher levels of employee satisfaction, engagement, and retention. These factors are crucial for organizational performance, as satisfied and engaged employees are more likely to be productive and contribute to the achievement of organizational goals. In contrast, poor recruitment and selection practices can lead to low morale, high turnover, and a lack of alignment between employees' skills and the organization's needs, which negatively impacts overall performance.

Additionally, recruitment and selection practices influence the quality of the workforce, which directly affects organizational productivity. Well-implemented practices ensure that employees possess the necessary skills, experience, and motivation to perform effectively in their roles. According to Smith and Garcia (2022), organizations that invest in thorough and strategic recruitment and selection processes are more likely to build a strong workforce

capable of driving innovation, maintaining high standards of quality, and achieving long-term success. This is particularly important in competitive industries where talent is a key differentiator in maintaining a competitive advantage.

However, recruitment and selection practices also present challenges that can affect organizational performance if not managed properly. For instance, the over-reliance on traditional recruitment methods may limit the diversity of the candidate pool, reducing the potential for innovative ideas and perspectives (Nguyen & Carter, 2023). Furthermore, inefficient selection processes that rely on subjective assessments or outdated methods may lead to hiring individuals who are not suited for the role, resulting in poor performance and high turnover rates.

Theoretical Review

Human Capital Theory

It was propounded by Becker (1964), emphasizes the importance of investing in people as a means to improve organizational performance. The theory posits that employees' knowledge, skills, and abilities constitute human capital, which, when effectively harnessed, leads to increased productivity and economic growth. From a recruitment and selection perspective, Human Capital Theory underscores the importance of attracting and selecting individuals who possess the specific skills and competencies required by the organization.

Investing in human capital through careful recruitment and selection leads to a more skilled workforce, which in turn enhances productivity and organizational success. Becker's (1964) theory argues that organizations should not only focus on basic skills but should also consider the long-term potential of candidates, such as their ability to learn, grow, and contribute to the organization's future success. By selecting candidates with strong human capital, organizations can benefit from higher innovation, better decision-making, and improved adaptability to changes in the business environment (Schultz, 1993).

Empirical Review

Simpson and Jones (2021) explored how recruitment strategies influence employee retention in the retail sector. Their research, based on a longitudinal study of 50 retail outlets in the UK, concluded that effective onboarding practices, initiated during the recruitment phase, significantly increased retention. The researchers noted that recruitment processes that emphasize cultural fit and employee engagement lead to longer tenure, as employees who fit the organizational culture are more likely to remain committed to their employer.

Ahmad et al. (2023) assessed the link between recruitment practices and employee retention in small and medium enterprises (SMEs) in Pakistan. Their quantitative study, which involved 500 employees from 100 SMEs, found that organizations that implemented structured interviews and competency-based assessments experienced lower turnover rates. The study concluded that clear and consistent recruitment practices that ensure candidates' qualifications and personal goals align with the organization's mission significantly enhance employee retention.

Peters and Harrison (2023) explored how recruitment strategies affect performance in the manufacturing industry. Their research, conducted in 20 UK-based manufacturing firms, showed that organizations that used a competency-based approach in their selection process saw improvements in operational efficiency. The study highlighted that recruiting candidates with the right technical skills and work ethic led to a more productive workforce.

Abdulaziz and Khalid (2021) investigated the relationship between recruitment practices and organizational performance in the hospitality industry in the United Arab Emirates. Their study found that hotels with more rigorous and structured recruitment processes experienced higher customer satisfaction and lower employee turnover. The researchers concluded that organizations that prioritize hiring individuals with a strong customer service orientation tend to perform better in service delivery.

Wang and Zhang (2022) conducted a study in the Chinese retail sector to determine the effects of recruitment and selection on organizational performance. The research found that companies with well-defined recruitment strategies, including behavioral and cognitive assessments, demonstrated improved sales performance and employee productivity. The authors concluded that aligning recruitment strategies with business objectives plays a crucial role in achieving organizational goals.

Green and Douglas (2022) examined how recruitment practices influence employee productivity in the technology industry in the United States. Their study used a mixed-methods approach, combining quantitative data from employee performance metrics and qualitative interviews with HR managers. The study found that organizations that incorporated psychometric testing and behavioral interviews in their selection processes reported higher employee productivity levels. These practices allowed employers to select candidates whose problem-solving abilities and interpersonal skills matched the demands of their roles.

Singh et al. (2023) analyzed recruitment practices in India's telecommunications sector to assess their impact on organizational growth. Their findings indicated that companies that implemented structured recruitment processes experienced faster organizational growth, as these processes allowed for the selection of employees who could quickly adapt to changing technologies and market conditions. The study emphasized the importance of adaptability and technical skills in recruitment for driving organizational growth.

Oliveira and Santos (2022) conducted a case study in Brazilian financial institutions to assess the relationship between recruitment practices and employee productivity. Their results showed that competency-based recruitment, which focuses on selecting candidates with specific skills and abilities, led to significant improvements in employee productivity. The study concluded that organizations that focus on aligning recruitment with job requirements experience higher efficiency and performance.

Ali and Bashir (2022) explored the impact of recruitment practices on organizational growth in Pakistan's healthcare sector. Their research found that healthcare institutions that used targeted recruitment strategies to hire specialists and highly skilled professionals experienced faster growth and higher patient satisfaction. The authors concluded that aligning recruitment with organizational goals allows for better service delivery and overall growth.

Roberts and King (2021) investigated the effect of recruitment on employee productivity in educational institutions in Australia. Their research, involving a survey of 200 teachers and administrators, found that schools that used a thorough selection process—focusing on teaching methods and student engagement—had higher teacher productivity and better student outcomes. The study emphasized the role of recruitment in fostering a productive and effective workforce.

Evans and White (2022) identified several challenges in recruitment practices within the public sector in the United Kingdom. Their qualitative study, based on interviews with HR managers and employees, found that bureaucracy, lack of transparency, and political interference were major challenges. The authors recommended increasing transparency and reducing political influence in the recruitment process as sustainable solutions.

Okoro and Oladimeji (2023) explored recruitment challenges in Nigeria's firming sector. Their study found that nepotism, favoritism, and a lack of merit-based hiring were prevalent issues. To address these challenges, the authors suggested implementing more structured recruitment processes, including objective assessment tools and external oversight, to ensure fairness and improve organizational performance.

Lopez and Martinez (2021) examined the challenges faced by small businesses in Spain during recruitment and selection. The study found that limited resources and a lack of HR expertise often led to poor hiring decisions, negatively affecting performance. The authors proposed the use of external recruitment agencies or consultants as a sustainable solution for small businesses to improve their hiring practices.

Johnson and Clarke (2022) analyzed recruitment challenges in multinational corporations (MNCs). The study found that cultural differences, language barriers, and varying labor laws posed significant challenges in the recruitment process. The authors recommended adopting culturally adaptive recruitment practices and hiring local HR professionals who understand regional labor laws to improve the effectiveness of recruitment in MNCs. Aminu and Musa (2023) investigated recruitment challenges in Nigeria's oil and gas industry. Their study found that high competition for skilled labor, lengthy recruitment processes, and inadequate candidate screening were major challenges. The researchers proposed the use of technology-driven recruitment tools, such as AI and machine learning, to streamline the recruitment process and improve candidate selection.

METHODOLOGY

Research Design

Survey method was employed for this study.

3.1 Population and Sample

3.2 Population

Jezco Nigeria Ltd has a total of 135 workers in Anambra State. Convenient sampling was used to administer questionnaires to 97 workers of the company.

3.3 Sampling Techniques

Respondents from different departments were chosen with a convenient sampling method. This is done so that the researcher can comfortably choose respondents that give a constructive feedback.

3.4 Method of Data Collection

Data were collected through interviews, observations, and questionnaires. These were used to find out about and evaluate the ways that Jezco Nigeria Ltd, Anambra State recruits and chooses staff members.

3.5 Validity

An extensive effort was made to ensure that accurate data was gathered by designing the questionnaire. The questionnaire was meticulously crafted based on the findings of the theoretical investigation. Use of closed and open questions ensured that all responses were valid and easy to compare.

3.6.2 Reliability

The researcher chose internal consistency because it didn't require testing the same respondents twice, which could have changed their post-test results.

Presentation and Data Analysis

4.2 Demographic Data

On demographic data, questions were asked about, age group, academic qualifications, and number of years at post.

Table 4.1

1. Age Distribution of Respondents

	Age	Frequency	Percent (%)	Valid Percent	Cumulative Percent
Valid	25 - 30 yrs	28	28.9	28.9	28.9
	31 - 35 yrs	30	30.9	30.9	59.8
	36 - 40 yrs	28	28.9	28.9	88.7
	41 yrs & above	11	11.3	11.3	100.0
	Total	97	100.0	100.0	

Source: Field Survey, 2025

Interpretation: Looking at the above table analysis, about 28 respondents or 28.9% were under the age category between 25 – 30 yrs in the organization, 30 of the respondents or

30.9% were under the age category between 31 – 35 years. In the same table analysis, 28 respondents or 28.9% were between 36 – 40 years of age, while the remaining respondents accounted for 11 or 11.3% fall under the category of 41 years and above in the sampled organization.

Table 4.2

2. Educational Qualification of Respondents

				Cumulative
Valid	OND/NCE	21	21.6	21.6
	B.Sc/HND			
	M.Sc/MBA	32	33.0	54.6
	OTHERS			
	Total	22	22.7	77.3

Source: Field Survey, 2025

Interpretation: The above table depicts those respondents with either OND/NCE certificates which accounted for 21 or 21.6%, about 32 respondents or 33.0% were holders of either HND/B.Sc certificates, 22 of the sampled respondents represented by

22.7% were holders of either M.Sc/MBA certificates while the remaining 22 represented by 22.7% belongs to the category of ‘OTHERS’. In the above table analysis, respondents with degree certificates are more available to the researcher in the organization and they turn up to emerge from middle level management.

Table 4.3

3. Department of Respondents

				Cumulative
Valid	Production	47	48.5	48.5
	Marketing			
	Personnel	33	34.0	82.5
	Finance			
	Total	11	11.3	93.8

Source: Field Survey, .2025

Interpretation: The above table shows respondents department thus: about 47 respondents represented 48.5% emerge from *Production* department, about 33 of the total respondents or 34.0% are staff under *Marketing* department. The same table affirms that about 11 respondents represented by 11.3% emerged from *Personnel* department while the remaining 6 respondents or 6.2% emerge from *Finance/Account* department. The above table shows that the majority of the above respondents are from production department.

Table 4.4

4. Work Experience of Respondents

Experience	Frequency	Percent (%)	Valid Percent	Cumulative Percent
Valid Bellow 3 yrs	26	26.8	26.8	26.8
3 - 6 yrs				
4 - 9 yrs	23	23.7	23.7	50.5
10 yrs & above	35	36.1	36.1	86.6
Total	13	13.4	13.4	100.0

Source: Field Survey, .2025

Interpretation: The above table shows that 26 respondents or 26.8% had spent below 3 years in the organization, also, 23 or 23.7% had between 3 – 6 years work experience in the organization. In the same table analysis, about 35 or 36.1% of the total respondents had between 4 – 9 years work experience, while the remaining 13 of the respondents represented by 13.4% had spent over 10 years in the sampled organization.

Table 4.5

5. Distribution by Respondents Status

					Cumulative
Valid	Lower Level Middle Level Higher Level	27	27.8	27.8	27.8
	Total	51	52.6	52.6	80.4

Source: Field Survey, .2025

Interpretation: The above table confirms that 27 of the sampled respondents represented by 27.8% are categorized by lower level management staffs, 51 of the total respondents represented by 52.6% emerged from middle level management staff of the organization while the remaining 19 or 19.6% of the entire respondents were higher level management staffs of the organization.

4.3 Data Analysis and Interpretation

Table 4.6

6. Recruiting, retaining and managing people well, provides the finest competitive advantage to organization.

					Cumulative
Valid	Strongly Agree Agree Neutral Disagree	43	44.3	44.3	44.3
	Total	36	37.1	37.1	81.4

Source: Field Survey, 2025

Interpretation: The above table shows that about 43 and 36 of sampled respondents represented by 44.3% and 37.1% strongly agree and agree respectively that recruiting, retaining and managing people well, provides the finest competitive advantage to organization. In the above also, 14 represented by 14.4% of the respondents were neutral while the remaining 4 or 4.1% disagree with the above statement.

Table 4.7

7. Recruitment and selection practices does not affect employee productivity and the organization's growth.

				Cumulative
Valid	Strongly Agree	36	37.1	37.1
	Agree			
	Neutral			
	Disagree	45	46.4	83.5
	Total			

Source: Field Survey, 2025

Interpretation: In the above table, 36 and 45 of the total respondents, represented by 37.1% and

46.4%, strongly agree and agree respectively that organisations depend on their staff's performance in order to achieve targets, goals, and business objectives. The table shows that 7 respondents, or 7.2%, were neutral while the remaining 9 of the total respondents, or 9.3%, disagreed with the above assertion.

Table 4.8

8. Adherence to organization's formal policy on recruitment and selection influences the organization performance management.

				Cumulative
Valid	Strongly Agree	46	47.4	47.4
	Agree			
	Neutral			
	Disagree	40	41.2	88.7
	Total			

Source: Field Survey, 2025

Interpretation: Table 4.9 above shows that 46 and 40 of the total respondents represented by 47.4% and 41.2% strongly agree and agree respectively that adherence to organization's formal policy on recruitment and selection influences the organization performance management. About 6 of the respondents represented by 6.2% were neutral while the remaining 5 or 5.2% of the respondents disagree with the statement.

Table 4.9

9. Recruitment is becoming more important in every business sector due to the competitive global world as well as the increasing flexibility in the labour market.

				Cumulative
Valid	Strongly Agree	31	32.0	32.0
	Agree			
	Neutral			
	Disagree	48	49.5	81.4
	Total			

Source: Field Survey, .2025

Interpretation: In the above table analysis, 31 and 48 of the sampled respondents, representing 32.0% and 49.5%, strongly agree that recruitment is becoming more important in every business sector due to the competitive global world as well as the increasing flexibility in the labour market. About 14 people, or 14.4%, had no opinion, while the other 4, or 4.1%, did not agree with the statement above.

Table 4.10

10. Performance management is yet another function that benefits both the employee and employer and no matter the size of the organisation.

				Cumulative
Valid	Strongly Agree	41	42.3	42.3
	Agree			
	Neutral			
	Disagree	39	40.2	82.5
	Total			

Source: Field Survey, 2025

Interpretation: Looking at the above table analysis, 41 and 39 of the total respondents, representing 42.3% and 40.2%, strongly agree and agree respectively that performance management is yet another function that benefits both the employee and employer, no matter the size of the organisation. Only 15 respondents, or 15.5%, were neutral, while the remaining 2 of the respondents, or 2.1%, disagreed with the above statement.

4.4 Testing of Research Hypothesis

Hypothesis 1

H0¹: An effective recruitment and selection process does not have any significant effect on employees' retention in organization.

To test this hypothesis, question 8 was used in order to determine whether formal policy on recruitment enhances organization performance.

Chi-Square Extract

S/N	Questionnaire Statement	Asymp.S	df	Chi-Square
9.	Adherence to organization's formal policy on recruitment and selection influences the organization performance.	.000	3	58.753
Σ				58.753

Source: Field Survey, 2025

****Chi-Square Calculated = 34.671**

Calculation of table value

**df = 3 @ 0.05 Level of Significant
(7.815) Interpretation**

From the result of non-parametric analysis obtained from SPSS, the extract above is Chi-Square calculated, (X^2_{cal}), which is 58.753 for questions 9 only (see appendix). The Chi-Square table value (X^2_{tab}) is 7.815 and, looking at the above values, the Chi-Square calculated is greater than the Chi-Square table value. Based on the decision rule, reject the null hypothesis (H0) and accept the alternative hypothesis (H1) an effective recruitment and selection process have a significant effect on employees' retention in organization. This result is in line with the work of (Joy O. Ekwoaba; Ugochukwu U. Ikeije; Ndubuisi Ufoma, 2015; Jonathan W. Omolo; Moses N. Oginda; Willis Yuko Oso, 2012).

Hypothesis 2

H0²: Recruitment and selection practices does not affect employee productivity and the organization's growth

To test this hypothesis, question 7 was used to ascertain whether there is a significant relationship between recruitment, selection practices and employee productivity.

Chi-Square Extract

S/ N	Questionnaire Statement	Asymp.S	df	Chi-Square
16.	Recruitment and selection practices does not affect employee productivity and the organization's growth	.000	3	43.990
Σ				43.990

Source: Field Survey, 2025

****Chi-Square Calculated = 43.990**

Calculation of table value

df = [3 @ 0.05](#) Level of Significant (7.815)

Interpretation

The result of the second hypothesis shows the result of non-parametric analysis obtained from SPSS. The extract above is Chi-Square calculated (X^2_{cal}), and this is 43.990 for question 16 (also, see appendix for details). The Chi-Square table value (X^2_{tab}) is 7.815 looking at the above; the Chi-Square calculated is greater than the Chi-Square table value in all the cells. Based on the decision rule, reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) which states that recruitment and selection practices affects employee productivity and organization's growth.

5.3 Recommendations

- (i) There should be no favoritism in the selection process, and all applicants should be given an equal opportunity to succeed.
- (ii) Employees must be given refresher training in order to keep up with the ever-changing market trends. This will also help the organization's employees contribute to its success.

REFERENCES

- Adeyemi, T., & Johnson, E. (2021). Selection criteria and organizational success: A case study of Nigerian firms. *Journal of Business and Management Studies*, 18(3), 72-90.
- Alami, S., & Mohammed, K. (2023). Linking recruitment quality to employee productivity: A case study of Moroccan firms. *International Journal of Human Resource Studies*, 14(2), 44-60.
- Ali, F., & Bashir, H. (2022). Targeted recruitment strategies and organizational growth in the healthcare sector. *International Journal of Healthcare Management*, 14(3), 56-71.
- Allen, D., & Rivera, C. (2023). Structured interviews and job performance: The role of competency-based questions. *Journal of Organizational Psychology*, 28(1), 44-58.
- Aminu, M., & Musa, T. (2023). Recruitment challenges in Nigeria's oil and gas sector: An empirical study. *Journal of Energy Studies*, 27(1), 44-59.
- Armstrong, M. (2008). *A Handbook of Human Resource Management Practice* (10th ed.). Kogan Page.
- Armstrong, M. (2021). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). Kogan Page.
- Armstrong, M., & Taylor, S. (2023). Impact of recruitment and selection on financial sector performance. *Journal of Organizational Behavior*, 18(1), 123-140.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Brown, K., & Williams, T. (2023). Talent scarcity and recruitment effectiveness in the tech industry. *Journal of Business Studies*, 21(2), 33-49.
- Cheng, Y., & Lin, H. (2023). Diversity and innovation: The role of recruitment quality in organizational development. *Journal of Business Strategy*, 28(4), 90-105.
- Choi, M., Park, J., & Kim, S. (2021). The role of skill-based recruitment in employee retention in South Korea's tech firms. *Asia-Pacific Journal of Business*, 14(4), 89-105.
- Collins, P., & Zhang, Y. (2023). The role of screening in the selection process: A case study of tech firms. *Journal of Human Resource Management*, 19(4), 66-81.

- Davis, P., & Thompson, L. (2022). Bias in recruitment and selection: Addressing unconscious biases in the hiring process. *Journal of Organizational Behavior*, 19(3), 87-104.
- Dessler, G. (2021). *Human Resource Management* (16th ed.). Pearson.
- Evans, L., & White, P. (2022). Challenges of recruitment in the public sector: A case study of the UK. *Journal of Public Administration*, 16(3), 66-78.
- Eze, P. & Chinedu, O. (2023). Competency-based recruitment and employee productivity in Nigerian financial institutions: A case of Jezco Nigeria Ltd. *Journal of Business Studies*, 11(4), 78-95.
- Ezeali, B.O., & Esiagu, L.N. (2010). *Public Personnel Management: Human Capital Management Strategy in the 21st Century*. Peace Publishers.
- Garcia, P., & Alvarez, S. (2023). The influence of economic conditions on recruitment activities in the firming sector. *Journal of Organizational Studies*, 29(3), 76-92.
- Garcia, P., & Lopez, M. (2021). Recruitment and organizational development: A case study of high-performing firms. *International Journal of Human Resources*, 28(2), 200-219.
- Garcia, P., & Lopez, M. (2023). Cultural fit and its impact on employee performance in high-performing organizations. *International Journal of Human Resource Development*, 29(1), 44-60.
- Garcia, T., & Patel, S. (2023). The role of technology in recruitment: Challenges and opportunities. *International Journal of Digital HRM*, 16(4), 78-93.
- Green, M., & Douglas, J. (2022). The impact of psychometric testing on employee productivity: A study in the US technology industry. *Journal of Occupational Psychology*, 29(2), 72-90.
- Heller, J., & Morgan, A. (2022). Psychometric testing and its role in candidate selection. *Journal of Occupational Psychology*, 33(2), 112-128.
- Hernandez, M., & Kim, H. (2022). Competency-based selection and its effects on organizational performance. *Journal of Human Resource Development*, 18(4), 55-71.
- Hernandez, P., & Kim, S. (2022). Competency-based selection methods and their impact on organizational performance. *International Journal of Business Studies*, 15(3), 67-82.
- Jackson, M., & White, R. (2022). Employee referrals: Benefits and challenges for organizational recruitment. *Journal of Business Studies*, 19(2), 74-89.

- Johnson, L., & Brown, A. (2023). *Strategic recruitment and selection in modern organizations*. *Human Resource Development Review*, 18(1), 33-49.
- Johnson, L., & Kim, H. (2022). The role of AI and technology in modern recruitment processes. *International Journal of Human Resource Technology*, 12(1), 22-39.
- Jones, T., & Thompson, E. (2023). The role of recruitment and selection in employee engagement and retention. *Journal of Organizational Behavior*, 20(1), 88-105.
- Kanyemba, E., Nwakaego, M., & Uzo, N. (2023). Recruitment and selection as a driver of organizational success in Nigerian firms. *International Journal of Human Resources*, 15(1), 60-72.
- Kaplan, R.S., & Norton, D.P. (2004). *Strategy Maps: Converting Intangible Asset into Tangible Outcomes*. Harvard Business Press.
- Lee, J., & Schmidt, P. (2023). Best practices in recruitment background checks and reference verification. *Journal of Human Resource Management*, 19(1), 88-104.
- Liu, W., & Shen, Z. (2022). Competency-based selection criteria and organizational performance: Evidence from Asian markets. *Journal of Organizational Behavior*, 33(4), 89-105.
- Lopez, F., & Martinez, L. (2021). Small business recruitment challenges and the role of external consultants. *Journal of Small Business Management*, 19(3), 56-72.
- Miller, T., & Johnson, P. (2022). Online recruitment methods: Benefits, challenges, and future trends. *Journal of Digital HRM*, 15(3), 67-82.
- Nelson, A., & Carter, J. (2023). Internal recruitment and its impact on employee retention. *Journal of Organizational Behavior*, 18(1), 44-60.
- Nguyen, T., & Lee, M. (2023). Recruitment policies and their impact on organizational efficiency: A case study of Asian markets. *Journal of HRM Research*, 18(4), 55-72.
- Ofori, G., & Aryeetey, A. (2023). Job analysis and recruitment effectiveness: A guide for HR managers. *International Journal of Recruitment Studies*, 12(4), 42-58.