

Recruitment Strategies and Commercial Banks' Employees' Performance in Nigeria

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Abstract

There is a growing empirical evidence that human resource management practices play an important role in attracting and retaining high quality workforce. One of such practices singled out to have an influence on employee performance is "Recruitment". This study therefore aims to investigate the influence of recruitment strategies on commercial banks' employees' performance in Minna. The study is both exploratory and quantitative. The exploratory part of the study provides a deeper understanding of the concept of "Recruitment" through review of related literature on the subject matter, while the quantitative part adopted a survey research method. Quantitative data was collected using questionnaires which were self-administered to the operational staff of some randomly selected commercial banks in Minna. The study's sample size was 212 selected from the population of 450 respondents using a simple random sampling technique. Data collected was analyzed using pearson chi-square test. Findings revealed a Pearson chi-square value of 17.89, df(18.31) and p-value (0.041). Not significant at $p > 0.05$. Meaning that, there is a significant relationship between recruitment strategies and employee performance. Findings of this study would be beneficial to Human Resource managers of commercial banks, recruitment agencies, and the academic community.

Keywords: Employee performance, Manpower, Recruitment,

Selection, Strategy, Turnover rate.

Introduction

No economy develops without a strong financial system driven by vibrant commercial banks and other financial institutions (Kumar, 2019; Ilesanmi and Tewari, 2019; Malhotra and Bahl, 2020). Empirical evidences have proved that the success or failure of these institutions largely depends on the level of competences of the employees who are responsible for translation of the organizations' strategies, policies and programmes into reality (Nansubuga et al., 2019; Samul, 2019; Vukoti et al., 2019). These employees are vital to the organisations as they offer valuable technical and professional services to the organizations especially when managed effectively (Khal et al., 2019; Nzewi et al., 2029). Hiring the wrong people can have a long-term negative impact on the organizations as it can be very costly and counterproductive (Halpin and Smith, 2019; Husin, 2019; Buehl, 2019) It can also lead to high training and development expenses, poor employee performance, high employees' turnover rates and low productivity (Halpin and Smith, 2019; Husin, 2019; Buehl et al., 2019). These highlights the strategic relevance of effective Human Resource Management (HRM), thus recruitment and selection have become imperative in organizations considering their constant need for adequate skilled and unskilled manpower to help in actualizing their corporate objectives (Brahmana and Christina, 2020).

In stable economies, forces of demand and supply generally determine the movement of labour and employment of new personnel (Lee and Wolpin, 2006; Davalos, 2019). These personnel are brought into the system through a recruitment process. Recruitment is defined as the creation of awareness about the availability of vacant positions in an organization, and inviting qualified applicants to apply (Prasad and Kumar, 2020; May et al., 2020; Adam, 2020). Recruitment also involves the process of finding and hiring the best-qualified candidates (from within or outside of an organization) for a job opening, in a timely and cost effective manner (Adam, 2020; Prasad and Kumar, 2020; May et al., 2020). Searching for new employees is customarily initiated by a manager who identifies the need to fill vacant positions (Vetrakova et al., 2018; Acikgoz, 2019). Recruitment therefore begins with a clear

statement of objectives based on the types of knowledge, skills, abilities and other characteristics that an organization needs (that is, analyzing the requirements of the job) (Vetrakova et al., 2018; Acikgoz, 2019). The position to be filled is defined in terms of its job description/specification and subsequently attracting employees to that job (Rimamchaten et al., 2017; Alansaari et al., 2019) Recruitment is usually followed by a selection process which involves choosing from a pool of applicants, the best qualified ones for employment to fill the vacant positions advertised (Patil and Vadavi, 2019; Fathin et al., 2019). This is done by screening, selecting, hiring and integrating the applicants to the organization (Patil and Vadavi, 2019; Fathin et al., 2019)

Despite the strategic nature of recruitment to the achievement of corporate objectives of an organization, proper recruitment strategies are sometimes not adopted resulting in employment of the wrong candidates, leading to poor employee performance, low productivity and difficulty in achieving organizational objectives (Mishra and Kumar, 2019; Najib, 2019). It has been observed that the performance of employees in the banking sector is of great concern to the management as it affects profitability and general growth of the banks (Anyanwu and Umeh, 2019; Adewole et al., 2019). Some of the employees who are recruited using the wrong strategies are sometimes not able to improve or adjust to their new environment, as a result, they either resign or are fired by the management; leading to high employee turnover, increased cost of personnel, reduced efficiency and general performance of the employees (Anyanwu and Umeh, 2019; Adewole et al., 2019; Gupta et al., 2019).

Unpleasant experiences of some customers of Commercial Banks in Nigeria have been observed with keen interest. Such experiences range from unsolicited short messages on their mobile phones, poor customer relations, poor complaints management system, poor queuing systems within the banking halls, long waiting time and a host of other problems. These and many more challenges in the banking sector have been attributed to various reasons, thus prompting the need for a thorough investigation of the situation. Observing from empirical evidence that, better recruitment and selection strategies results in improved organizational outcomes, it becomes imperative to explore the

phenomenon for a better understanding. The main objectives of this study are: to provide a deeper understanding of the concept of recruitment; and, to determine the relationship between recruitment strategies and performance of commercial banks' employees' in Minna. The central research question of the study is: is there a relationship between recruitment strategies and employee performance? Furthermore, the following hypothesis was formulated to be tested: H_0 : There is no significant relationship between recruitment strategies and employee performance.

Recruitment

Historically, recruitment began with the military and dates back to ancient Egypt, Greece and Rome (Anand and Chitra, 2016; Kuoppala, 2019). The birth of the modern recruiting industry however, did not take place until the 1940's as a result of World War II, when employment agencies began to advertise for workers to fill the void in the workplace left by those that joined the army (Sułkowski and Chmielecki, 2014; Anand and Chitra, 2016; Kuoppala, 2019; Shafiuddin, 2019). The end of the war led to influx of workers returning from the army, now jobless but skillful. Recruitment companies became popular as a response to the growing workforce and large corporations began outsourcing their hiring efforts and the recruitment industry continued to undergo radical transformation and innovative recruitment strategies (Kuoppala, 2019; Shafiuddin, 2019). Recruitment and selection which are both explained below, are the two phases of recruitment process. **Recruitment** involves searching for candidates for employment and stimulating them to apply for jobs in the organization (May et al., 2020; Adam, 2020). It is a linkage activity that brings employers of labour and job seekers together; and, also a process used to obtain at a minimum cost, the number and qualities of employees required to satisfy the human resource needs of an organisation (Prasad and Kumar, 2020; May et al., 2020; Adam, 2020). A good recruitment process is one that leads to successful selection and placement of the right employees that would contribute to achievement of organizational objectives (Anitha and Kiruba, 2020). **Selection** on the other hand is the process of finding suitable candidates for the various post in an organization, it involves interviewing and evaluating the candidates based on certain criteria set by the employers (Anitha and

Kiruba, 2020; Abhay, 2020). It is a procedure of matching organizational requirements with the skills and qualifications of candidates.

Recruitment Process

There are general steps taken by employers in recruiting candidates for vacant positions (Nabetin and Pabangou, 2020). The process involves: evaluating manpower needs, which is aimed at identifying vacant positions in the organization; developing job description that clearly articulates the position's responsibilities and qualifications required; developing recruitment plan which carefully provides structured predetermined courses of actions that helps to ensure attraction of a pool of applicants from which selection can be made; and, advertising, which is done to create awareness about the availability of vacant positions and a call to interested and qualified applicants to apply (Davey, 2017; Petzold, 2017; Velmurugan and Rajan, 2018; Nabetin and Pabangou, 2020). Furthermore, the selection process begins with setting up a “selection committee” which ensures that applicants selected for interview are evaluated without any bias; then screening of applicants to eliminate those who do not meet the minimum eligibility criteria (Velmurugan and Rajan, 2018; Nabetin and Pabangou, 2020). Candidates who meet the eligibility criteria are subjected to different forms of tests including aptitude test, intelligence test, reasoning test and personality tests (Odukoya et al., 2017). These tests are used to objectively assess the potential candidates before employment interviews are conducted (Odukoya et al., 2017). The interview session allows for a one-on-one interaction between the employer and the potential employee. Successful candidates after interviews are subjected to medical examination/tests to ascertain their psychological, mental and physical fitness before appointment letters are issued to them (Odukoya et al., 2017). Induction is the final step in the recruitment and selection process, where newly recruited employees are welcomed to the organisation and given details about their position which includes introduction to their daily operations and key people in the workplace (Velmurugan and Rajan, 2018; Nabetin and Pabangou, 2020)

Recruitment Strategies

A recruitment strategy is a game plan adopted by an organisation to

attract competent and suitable candidate for available positions in the organization (Josimovski and Jovevski, 2019; John, 2019). In recruitment, the strategy to be adopted is a function of whether the employees are to be sourced internally or externally (Al-Dhuwaihi and Ahmed, 2019). Internal recruitment strategies involve recruiting candidates from within the organization (Sharma, 2014). Strategies for internal recruitment include: promotion of employees to higher positions with accompanied higher responsibilities and pay; transfer of employees from one department or work station to another; job posting - a situation where there is an open invitation to all employees in an organization to apply for an available vacant position; employee referrals which involves recruitment of new employees based on the recommendation of retired or current employees; conversion of contract and temporary employees to permanent staff (Sharma, 2014; Realpe, 2016; Komarudin, 2016). Not only are these internal recruitment strategies low-cost and effective, they are also completely controlled by internal recruitment managers who are more in tune with the corporate mission and goals of the organization (Realpe, 2016; Komarudin, 2016). The external recruitment strategies involve recruiting candidates from outside the organization (Realpe, 2016; Komarudin, 2016). When employees are to be sourced externally, any of or a combination of the following strategies are adopted: Job portals - an online job board that helps applicants find jobs and aids employers in their quest to locate ideal candidates; social media recruitment - sourcing candidates for jobs via social media channels and social media platforms like Facebook, twitter, whatsapp, Instagram, LinkedIn and others all of which allow organisations to gain access to wider audiences for their job positions; the print media - through newspaper advertisements and magazines; electronic media - through the use of radio and television; official website of the organization; campus recruitment - authorities of selected higher Institutions are requested to recommend students who meet certain requirements for employment; recruitment of retired employees on contract or part-time basis; engagement of recruitment agencies who act as intermediaries between employers and prospective employees; external referrals by professional bodies; employment exchanges; and, direct recruitment notice at gate, usually used to fill casual positions of unskilled or semi-skilled jobs (Sharma, 2014; Realpe, 2016; Komarudin, 2016).

Commercial Banking in Nigeria

Commercial Banks are financial institutions which accept deposits, advance credit/loans to customers and offer related financial services such as: discounting bills of exchange; undertaking safe custody of valuables; and, facilitating foreign exchange transactions (Pereira, 2020; Martínez-Campillo, 2020; Malhotra and Bahl, 2020). Their main objective is to make profit and maximize shareholders' wealth (Malhotra and Bahl, 2020; Martínez-Campillo, 2020). Individuals, firms and Government institutions depend on commercial banks for safe keeping of surplus liquidity and for obtaining credit facilities to carry out their day to activities and to finance capital projects (Malhotra and Bahl, 2020; Martínez-Campillo, 2020). Commercial banks in Nigeria are regulated by the Central Bank of Nigeria (CBN) which provides the regulatory framework within which banking activities are carried out (Khan, 2020). Historically, in Nigeria, commercial banking activities began in 1817, with the establishment of the African Banking Corporation (ABC) which was charged with the responsibility of distributing Bank of England notes to the British Treasury (Brillant and Rojas, 2020; Ahmad et al., 2020). By 1894, Bank of British West Africa (BBWA) was established in Lagos (Nigeria) which later merged with Standard Bank Ltd and transformed into what is now known as First Bank of Nigeria Plc (Brillant and Rojas, 2020; Ahmad et al., 2020). The second successful bank being Barclay's Bank (Dominion, Colonial and Overseas) (DCO) was established in 1917, now known as Union Bank of Nigeria Plc (Brillant and Rojas, 2020; Ahmad et al., 2020).

The first indigenous bank in Nigeria, National Bank of Nig. Ltd. (NBN) was established in 1924 (Muritala et al., 2020). Up to 1928 more foreign banks were opened in Nigeria which led to monopolization of banking operations by foreign banks (Muritala et al., 2020). To break the monopolistic and discriminatory banking activities. Between 1945 and 1947, two indigenous banks were established i.e. African Continental Bank and Agbomagbe Bank (Later WEMA Bank) (Eze, 2019). The period between 1951–1952 witnessed the establishment of eighteen banks out of which seventeen had gone into liquidation by the end of 1954 largely because of absence of banking legislation which led to banking boom and high rate of failed banks, (Eze, 2019; Muritala et al.,

2020). To arrest the situation, in March, 1958, the Central Bank of Nigeria was established to increase banking supervision and control, and drastically reduce malpractices within the banking industry (Eze, 2019; Muritala et al., 2020). In 1992, a total of 121 banks comprising of 66 commercial banks and 55 merchants were in operation. This period marked the birth of NDIC Decree of 1988 and CBN and BOFIA Decrees of 1991 so as to prevent bank failure and ensure depositors confidence in the sector.

Employee Performance

Employee performance is defined as the financial or non-financial outcome of an employee's job related actions that has a direct link with the performance of the organisation (Zani et al., 2018; Arief, 2018; Deadrick and Gardner, 2019). The essence of determining this is to assess the extent to which the employee adds value to the firm and or its clients, and weather the employee's achievements are above or below the industry standard (Maulidina, 2019). Performance is measured using a variety of indicators that describe an employee's pattern of performance over time (Maulidina, 2019). The focus of this study is on the general performance of the employees factoring into consideration the: amount of profit and goodwill attracted to the organization; quality and accuracy of work; ability to meet established goals and deadlines; communication skills; collaboration skills and teamwork; problem-solving skills; punctuality; and, dependability. These employees' performance indicators provides valuable information for personnel decisions such as pay increases, promotions, demotions, transfers and even termination of appointment (Ugwu et al., 2019; Maulidina et al., 2019).

Methodology

Survey research design was adopted for this study. A statistical formula (Schulte's Equation) was applied to carefully determine the study's sample size of 212 which was selected from a population of 450 operational staff of the commercial banks in Minna using a simple random sampling technique that gives all elements within the population equal chances of being selected. 212 questionnaires were administered to the randomly selected respondents out of which 202 were returned while 10 were not returned. In order to assess respondents' perception on how

recruitment strategies influence employees' performance, statements were made in the questionnaires and the respondents were required to indicate their degree of agreement or disagreement with the statements by picking an option from a five point likert-scale ranging from strongly agree, agree, undecided, disagree and lastly, strongly disagree.

The performance indicators factored into consideration in the questionnaire included the employees' quality and accuracy of work, ability to meet established deadlines, communication skills, collaboration skills and teamwork, problem-solving skills, punctuality, and, dependability. Data collected was analysed using 'pearson chi-square test' generated from Statistical Package for Social Science (SPSS) software to determine the relationship between the variables under investigation, and the level of significance. Reliability of the research instrument used was tested. Chronbach's Alpha reliability test was conducted through a pilot study. In conducting the pilot study, copies of the questionnaires were administered to 5 randomly selected respondents from different commercial banks in Minna. Data generated from the pilot study was used to measure the internal consistency of the instrument using Chronbach's Alpha Reliability test. The results revealed a Chronbach's Alpha coefficient of 0.88. Internal consistency is measured on a scale of 0 to 1, and considered satisfactory if the Chronbach's Alpha coefficient is at least 0.7 and excellent if it is above 0.80 (Zia et al., 2019; Husmann and O'Loughlin, 2019; Simatupang, 2019). This result therefore demonstrates an excellent internal consistency.

Results and Discussions

Demographic distribution of respondents by gender revealed that 119 of the respondents are male while 83 are female, indicating that there are more male respondents participating in the study than female respondents. Age distribution revealed that 82 of the respondents are less than 30 years, 71 are within the age range of 30-50 years and 49 are above 50 years of age. Indicating that majority of the respondents were youth. Furthermore, distribution of respondents by their educational qualifications revealed that 53 of them have degree certificates, 49 have Higher National Diploma (HND), 57 have ND/NCE certificate, while 43

have other certificates, indicating that majority of the respondents are graduates with either BSc. or HND certificates. Result of the chi-square test conducted is presented in Table 1

Table 1: Chi-square test for relationship between recruitment strategy and employee performance

	Value	Df	p-value
Pearson Chi-Square	17.89 ^a	18.31	.041
Likelihood Ratio	12.68	18.31	0.07
Linear-by-Linear Association	0.03	0.07	0.035
N of Valid Cases	202		

Source: Author, field study (2020)

NS: $P > 0.05$

Based on the results in Table 1 which revealed a pearson chi-square value of 17.89, df (18.31) and p-value (0.041). Not significant at $p > 0.05$. Meaning that, there is a significant relationship between recruitment strategies and employee performance. Based on this empirical evidence, the null Hypothesis which states that "there is no significant relationship between recruitment strategies and employee performance" is hereby rejected. The finding of this study concurs with the earlier findings of Sutanto and Kurniawan, (2016) who found that the recruitment, retention, and labor relations all have a significant effect on employee performance. Makhamara et al., (2016) also found that strategic recruitment and selection influenced employee performance in the health sector in Kenya (Makhamara et al., 2016). The exploratory part of this study has also been able to highlight the meaning of the concept "recruitment and selection", it's historical background, process and strategies (internal and external).

Conclusion

The strategy adopted in a recruitment process has the capacity to influence the performance of employees. Empirical evidences have shown that employees recruited using internal recruitment strategies usually have knowledge of the organizational culture and policies, so no

time is wasted in adapting to the working environment which promotes employees efficiency and productivity. Furthermore, opportunity for advancement (a non-financial incentive) forms one of the springboards of employee commitment and motivation which promotes employee retention and loyalty. As for the employees recruited using external recruitment strategies (especially for entry positions), they are often more likely to possess the unique or exact knowledge, experience, innovative ideas and skills required for the organization to achieve its corporate objectives. Finally, there is no strategy that is best for all situations.

The study recommends that the choice of a recruitment strategy should be based on the type/level of employees required. For entry positions, they should be sourced externally, but management positions should be filled through internal recruitment strategy. Recruitment agencies should be allowed to handle recruitment exercises without undue interference to ensure justice, merit and transparency in the process. Furthermore, employee turnover rate should be reduced so as to benefit from employees wealth of experience. Finally, attention should be given to the choice of an appropriate recruitment strategy to avoid a drop in the employees' productivity. The findings of this research work are not exhaustive of the different perspectives there are to employee performance, other factors that also influence employees' performance such as work environment, remuneration, employee attitude, right working tools, employees' demographics (i.e. age, sex, educational qualification and work experience) could be explored by other researchers.

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