



## INTERNAL RECRUITMENT PRACTICES AND EMPLOYEES PERFORMANCE IN THE NIGERIA SECURITY AND CIVIL DEFENCE CORPS

**John Emakwu (PhD)**

(jemakwu@bsum.edu.ng)

+2348065967031

**Department of Business Management, Benue State Univeristy, Makurdi -Nigeria**

**&**

**Philip Dewua (PhD)**

(dewuaphil75@gmail.com)

+2348036284080

**Department of Business Management, Benue State Univeristy, Makurdi –Nigeria**

**&**

**Emmanuel Lubem Asenge (PhD)**

(easenge@gmail.com)

+2347038928599

**Department of Business Management, Benue State Univeristy, Makurdi -Nigeria**

### **Abstract**

*The broad aim of this study is to explore the effect of internal recruitment practices on employee performance in Nigeria Security and Civil Defence Corps (NSCDC). The study specifically examines the effect of promotion and job transfer on employee performance in NSCDC. The study utilized a survey research design and primary data were obtained from the respondents through questionnaire administration. The study sampled 129 staff of NSCDC in Benue State Command. The data collected from the participants were analysed using descriptive statistics and regression. The outcomes of the multiple regression analysis revealed that both promotion and job transfer have a positive and significant effect on employee performance in NSCDC. The study concludes that internal recruitment significantly affects the performance of employees in the organization. It suggests amongst others that the NSCDC should ensure imbibe transparency and equity during promotions and employees due for transfers should always be notified on time.*

**Keywords:** Recruitment, Internal Recruitment, Promotion, Job Transfer, Employee Performance.

### **1. INTRODUCTION**

Employee performance is one of the most imperative issues affecting organizations operating in today's volatile environment. The human capital is one of the greatest assets of a firm and regarded as a catalyst for the achievement of organizational goals hence; they possess the knowledge, skills, experiences and abilities to efficiently and effectively perform responsibilities assigned to them by managers. The intensity of competition and continuously surfacing businesses today, oblige prompt responses to the challenges of Human Resource Management (HRM), which involves identifying and managing the talents and capacities of workers (Adeyemi, Dumade & Fadare, 2015). Organizations in realizing the efficacy of employees ensure that the right candidates are hired from both within and outside (Oyadiran, Ishaq & Kola, 2023). The identification and attraction of most valuable candidates for jobs is achievable through an efficient recruitment process (Muscalu, 2015).



Recruitment is a human resource management function, which is most critical in ensuring the success of organizations. It is the process of developing a pool of competent applicants who are interested in working for the organization and logically selecting the best individual(s) to hire for employment (Rahmo, 2015). The primary rationale of recruitment is to attract adequate and appropriate potential employees to apply for existing vacancies in the organization (Ismail, Rehman, Din, Asad, Javed & Shiekh, 2021), which can be done through internal and external sources (Chukwu & Onuoha, 2022).

Internal recruitment is the process through which organizations explore and attract individuals to apply for available job positions within the organization, which include promotion and job transfers (Patimah, 2015). Promotion involves employees moving from one position to another within the organization. Transfer of employees done through movement from one job to another of a similar pay, importance and status within the company (Tafamel & Akrawah, 2019). Internal recruitment practices assist in shaping the potentials of workers thereby ensuring increased performance and positive organizational outcomes (Zirra, Ogbu & Ojo, 2017).

Public sector policies and programmes are geared towards providing and maintaining quality services for the betterment of the citizenry (Okeke-Uzodike & Mogie, 2015). Paramilitary forces in Nigeria such as the Nigeria Security and Civil Defence Corps (NSCDC), Nigerian Immigration Service, The Nigeria Correctional Service, Federal Road Safety Corps, Federal Fire Service and Nigeria Security and Civil Defence Corps are agencies of the Government of the Federal Republic of Nigeria that protect lives and property.

The NSCDC is a body charged with the responsibility of safeguarding the lives of citizens to maintain peace, justice, freedom, fair play and orderliness. The organization is expected to frequently transfer staff from one unit or department and rank to another to enhance work performance. It is imperative for the organisation to find ways of maintaining the already existing workers through job transfers and promotion to encourage their active participation on the job. There is scanty literature on recruitment and employee performance in paramilitary organizations in Nigeria. A few studies by Omisore and Okofu (2014) and Ogunkanmi (2020) focused on the role of recruitment and selection process in the Nigerian Immigration Service. The current study is therefore carried out to examine the effect of internal recruitment on employee performance in Nigeria Security and Civil Defence Corps [NSCDC]. Specifically, the study aims to achieve the following specific objectives:

- i. To examine the effect of promotion on employee performance in NSCDC.
- ii. To explore the effect of job transfer on employees' performance in NSCDC.

In order to achieve the specific objectives, the following null hypotheses are postulated for testing.

**H<sub>01</sub>:** Promotion has no significant effect on employees' performance in NSCDC.

**H<sub>02</sub>:** Job transfer has no significant effect on employees' performance in NSCDC.

## **2. LITERATURE REVIEW AND THEORY**

This part reviews literature relating to this study as well as the theory.

### **2.1 Internal Recruitment**

Recruitment is the process of finding and attracting capable and suitably qualified applicants to fill existing vacancies within an organization (Muscalu, 2015; Kar & Bhattacharya, 2019). The



purpose is to obtain, at a minimum cost, the best talents that will satisfy the needs of the organization (Ofori & Aryeetey, 2021). Internal recruitment is an essential component of recruitment, which entails recruiting employees from within the organization (Zirra, Ogbu & Ojo, 2017). Organizations should always give first consideration to the current employees, which is the concern of internal recruitment. This type of recruitment allows managers to scrutinize and assess employees' potentials and job performance over a period of time (Tafamel & Akrawah, 2019). Recruitments within organizations can therefore be effective if qualified staff with high potentials are previously recruited. The dimensions of internal recruitment include promotion, job transfer and job postings (Kimera, 2018; Tafamel & Akrawah, 2019). Internal recruitment practices employed in this study are promotion and job transfer.

## **2.2 Employee Performance**

Employee performance refers to the successful completion of tasks assigned to workers within the defined boundaries (Ofori & Aryeetey, 2021). Performance of employees involves the capability of employees to perform jobs allocated to them and the effort exerted in achieving the goal (Ofori & Aryeetey, 2021). The performance of employees requires skills and timely completion of duties. The performance of employees can be appraised monthly, quarterly or yearly to identify employees doing well and segments of the organization that require improvement. Huda, Haque and Khan (2020) stated that employee performance is measured by the quality and quantity of work done. It is thus a measure of the work efficiency and quality of work or service delivery, usually in a specific period of time (Samwel, Omari & Szumbah, 2019).

Quality of work done is a measure of performance and can be determined by the reliability, competence level and accuracy of work performed (Kepha, Mukulu & Waititu, 2014). Quality work is used to estimate the timely completion of output while satisfying the expectations of stakeholders (Zirra, Ogbu & Ojo, 2017). Employee effectiveness relates to the ability to achieve set goals, which is measured as a direct proportion of an organisation (Tsuma, 2017). In assessing the effectiveness of employees, it is essential to discern what is expected of them.

## **2.3 Promotion and Employee Performance**

Promotion is an upward advancement of employees in organizations, regarding better pay, better status, higher opportunities and responsibilities and better working conditions (Wairimu & Kamaara, 2018). It involves the progression of an employee's rank or position in a hierarchical structure, and includes a new job title, increased responsibilities and increase in pay as well as an expansion of benefits and managerial authority over other employees (Tafamel & Akrawah, 2019). Promotion helps in the placement of employees from lower grades in the organization into higher grades with subsequent increase in salaries and wages and responsibilities (Tafamel & Akrawah, 2019).

Samwell, Omari and Szumbah (2019) state that promotions boost the morale of employees and enables employees to get acquainted with the organisational culture and motivated in performing their duties. Promotion reduces the cost of hiring new employees (Senaji, 2016) and increases the productivity of employees (Yamin, Sakawati & Putri, 2019). It reduces labor turnover, stimulates self-development and creates room for training and development programmes (Hur-Yagba, 2021). This implies that promoted employees derive satisfaction at work because promotion creates opportunities for personal growth and increased responsibility.



## **2.4 Job Transfer and Employee Performance**

Job transfer is an internal recruitment practice which entails moving employees to a different position or unit in an organization for purposes not linked to a planned increase or decrease in responsibility (Patimah, 2015). It is regarded as the horizontal or lateral movement of employees from one department, section, shift or job to another (Bhoganadam & Dasaraju, 2014). Transfers are carried out methodically to prevent allegations of discrimination and favoritism (Samwel, Omari & Szumbah, 2019) and organizations are expected to explicitly specify their policy regarding transfers (Naku & Mutambara, 2014).

Job transfers enable employees to acquire better skills in a new section or office thereby improving productivity. It encourages employees to learn from superiors (Opara & Agalabiri, 2022). Transfers encourage resourcefulness and flexibility among employees, which ultimately lead to enhance performance (Otoo, Assuming & Agyei, 2018). Ekwoaba, Ikeije and Ufoma (2015) state that internal recruitment practices such as job transfers have significant effect on both employee and organizational performance. A study by Opayemi and Oyesola (2013) found a positive significant effect of employee job transfer on employee performance. This entails that job transfer authorizes workers to gain knowledge in different aspects of the organization and broaden their perceptions.

## **2.5 Theoretical Framework**

The study is anchored on the human capital theory advocated by Schutz (1961) and developed by Becker (1964). The theory states that people are worth investing in as a form of capital. It explains that people possess natural abilities, skills, knowledge and personal energy and that these elements make up the human capital they bring to their work. It is these skills and abilities of individuals that create value to the organisation. As a result, focus has to be on the means of identifying and developing these abilities, skills and knowledge. The human capital theory sees people as assets and that organizations invest in people, improve their abilities and employee performance which in turn generates positive results to the organization. In linking this theory to the current study, employees recruited in NSCDC possess several abilities, skills and knowledge that need to be identified, developed and utilized since they add value to the entire organisation. The effective implementation of internal recruitment practices such as promotion and job can enhance the abilities of employees and increased performance.

## **3. METHODOLOGY**

The study utilized a survey research design. The use of this approach enables the researchers to assemble diverse opinions from the participants to achieve objectives of the study. The population of the study includes 129 staff of Nigeria Security and Civil Defence Corps (NSCDC) Benue State, Command according to statistics obtained from the Command Headquarters Makurdi. A census sampling technique was adopted and the entire population was sampled. The self-administered questionnaire was used for the collection of primary data. The questionnaire composed of close-ended items and responses rated on a five point Likert scale with 5 denoting strongly agree, 4 representing agree, 3 not sure, 2 disagree and 1 strongly disagree as used by Kimera (2018). The instrument was validated by experts in Human Resource Management and a reliability test was conducted to ascertain consistency of the measurement items. The result demonstrated that the Cronbach's alpha for each variable was above 0.70 (Promotion  $\alpha=0.853$ ; Job Transfer  $\alpha=0.872$ ; Employee Performance  $\alpha=0.894$ ). This implies that the constructs were reliable and consistent.



The data retrieved were analysed using descriptive statistics (mean, standard deviation, skewness and kurtosis), correlation and multiple regression. Internal recruitment is proxied by promotion and job transfer. Both promotion and job transfer were measured using five items each as adapted from Kimera (2018). The dependent variable (employee performance) is measured using ten items adapted from Rahmo (2015). A total of 129 copies of the questionnaire were distributed to the respondents who were given two days and all copies were correctly filled and returned by the participants.

## 4. RESULTS AND DISCUSSIONS

### 4.1 Results

Numerical descriptive measures were used to summarise the data. The results of the descriptive statistics of the variables are provided in Table 1:

**Table 1: Descriptive Statistics**

Variable	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Kurtosis	
					Std. Error	Std. Error
Promotion	129	3.84	.822	-1.624	.122	2.672
Job Transfer	129	3.97	.723	-1.526	.122	2.248
Employee Performance	129	3.88	.795	-1.729	.122	2.569

**Source:** SPSS Output, 2023.

Table 1 illustrates the result of the dependent variable and predictor variables. The mean scores and standard deviation signify the intensity of respondents' agreement with the questions as follow: employee performance (M=3.88, SD=0.795), promotion (M=3.84, SD=0.822) and job transfer (M=3.97, SD=0.723). The research used skewness and kurtosis to check the distribution of the variables. The general rule of thumb is that if skewness is less than -1 or greater than 1, the distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric. The skewness values for the variables include: Employee Performance = 1.729; Promotion = 1.526 and Job Transfer = 1.729 whereas the results of kurtosis values are as follows: Employee Performance (2.569), Promotion (2.672) and Job Transfer (2.248).

**Table 2: Bivariate Correlations**

	Promotion	Job Transfer	Employee Performance
Promotion	1		
Job Transfer	.482**	1	
Employee Performance	.469**	.463**	1

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

**Source:** SPSS Output, 2023.

Table 2 illustrates the association existing between the variables. The correlation coefficient is used to measure the strength of the relationship between the variables (strong, moderate or weak). The





rule of thumb as explained by Cohen (1988) shows that Strong Relationship:  $r = \pm .5$ , Moderate Relationship:  $r = \pm .3$  while Weak Relationship:  $r = \pm .1$ . The result established a moderate relationship between promotion and employee performance ( $r=.469$ ;  $p<.01$ ) and a moderate relationship between job transfer and employee performance ( $r=.463$ ;  $p<.01$ ).

**Table 3: Regression Coefficient**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>	<b>Outcome</b>
(Constant)	2.166	2.604		4.149	.000	
Promotion	.849	.282	.713	5.802	.000	Rejected
Job Transfer	.434	.072	.338	2.595	.000	Rejected
R-Square	= 0.757					
Adj. R-Square	= 0.749					
F-Statistics	= 236.478					
Sig.	= 0.000					

Dependent Variable: Employee Performance

**Source:** SPSS Output, 2023.

The result in Table 3 shows that there is a positive relationship between the predictor variables (promotion and job transfer) and employee performance. According to the finding, the variables accounted for 75.7 % variation in employee performance while 14.3 % changes in employee performance is a resultant of other factors outside the model. The coefficient for promotion (0.849) entails that an increase in promotion will lead to 84.9% increase in employee performance. The coefficient for job transfer (0.434) implies that an increase in job transfer brings about 43.4 % changes in employee performance. Promotion thus, has more significant effect on employee performance NSCDC.

## 4.2 Discussion of Findings

**H<sub>01</sub>:** Promotion has no significant effect on employees' performance in NSCDC.

The outcome of the tested hypothesis revealed that there is a positive and significant effect of promotion on employee performance in Nigeria Security and Civil Defence Corps ( $\beta=.713$ ;  $t= 5.802$ ;  $p=0.000$ ). The null hypothesis is thus rejected. In corroboration with the result, Olatunji and Ugoji (2013) established a significant effect of promotion on the performance of employees. Tafamel and Akrawah (2019) averred that promotion significantly affects the performance of employees helps in organizations. The positive outcome of promotion on employee performance is also reported by Samwell, Omari and Szumbah (2019); Yamin, Sakawati and Putri (2019) and Senaji (2016). The implication of the finding is that employees who are recognition for creditably carrying out tasks tend to perform well in their job positions.

**H<sub>02</sub>:** Job transfer has no significant effect on employee performance in NSCDC.

The result of hypothesis two exposed that job transfer has a positive and significant effect on employee performance in Nigeria Security and Civil Defence Corps ( $\beta=.338$ ;  $t= 2.595$ ;  $p=0.000$ ). The null hypothesis is thus rejected. This implies that job transfer significantly affects the performance of employees in NSCDC. The finding agrees with Opayemi and Oyesola (2013), who



affirmed a positive and significant effect of job transfer on employee performance. The research by Opara and Agalabiri (2022) postulated that through job transfers employees are able to obtain relevant skills and competencies to increase their performance at work. The result is supported by Otoo, Assuming and Agyei (2018); Ekwoaba, Ikeije and Ufoma (2015) and Opayemi and Oyesola (2013) who affirmed the positive effect of job transfer on employee performance. The implication of the result is that job transfers help employees to get knowledge working in different departments and units.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

The study surveyed the effect of internal recruitment practices on employee performance NSCDC. From the outcomes it is pertinent to conclude that promotion as an internal recruitment strategy has helped to improve the performance of employees in NSCDC. It also concludes that job transfers carried out by the organization help employees to fully utilize their talents thereby improving their performance on the job. The study suggests that the Nigeria Security and Civil Defence Corps should ensure that all promotions are carried out in a transparent and equitable manner to help improve the performance of employees and all employees to be transferred are adequately informed in advance so that they can prepare for the transfers ahead of time and there should be no victimization of staff in the process.

## **References**

- Adeyemi, O. S., Dumade, E. O., & Fadare, O. M. (2015). The influence of recruitment and selection on organizational performance the influence of recruitment and selection on organizational performance. *International Journal of Advanced Studies*, 2(4), 145-156.
- Becker, G. S. (1964). Investment in human capital: A theoretical analysis. *The Journal of Political Economy*, 70(5), 29-49.
- Bhoganadam, S. D., & Dasaraju, S. R. (2014). A study on recruitment and selection process of Sa Global YarnTex (India) Private Limited. *International Journal of Management Research & Review*, 4(10), 996-1010.
- Chukwu, S. A., & Onuoha, B. C. (2022). Recruitment methods and employee performance in public institutions in Rivers State. *Research Journal of Management Practice*, 2(1), 45-53
- Ekwoaba, J. O., Ikeije, U. U. & Ufoma, N. (2015). The impact of recruitment and selection criteria on organizational performance. *Global Journal of Human Resource Management*, 3(2), 22-33.
- Gazzawi, K., & Accoumeh, A. (2014). Critical success factors of the e-recruitment system. *Journal of Human Resources Management and Labor Studies*, 2(2), 159-170.
- George, R., & Slabbert, A. (2014). A Focused analysis of recruitment and performance management in the import and export industry. *Asian Journal of Social Sciences and Management Studies*, 1(1), 65-78.
- Hamzah, M., Abdullah, O., & Hamzah, E. M. A. (2014). The effect of human resources management practices on employee performance. *International Journal of Scientific & Technology Research*, 3(9), 54-69.
- Henry, O., & Temtime, Z. (2009). Recruitment and selection practices in SMEs: Empirical evidence from a developing country perspective. *Advances in Management*, 3(2), 52-59.
- Huda, K., Haque, A., & Khan, R. (2020). Effective recruitment challenges faced by the hospitality industry in Bangladesh: A study on selected star rated residential hotels. *Journal of Business and Management Studies*, 2(4), 67-80.



- Hur-Yagba, A. (2021). Impact of recruitment and selection process on the performance of public enterprises. A study of the Nigeria Railway Corporation. *East African Journal of Business and Economics*, 3(1), 82-97.
- Ismail, F., Rehman, F. U., Din, A., Asad, M.M., Javed, F., & Shiekh, S. I. (2021). Recruitment process, organizational performance: Does employees' commitment mediate in the manufacturing sector of Pakistan? *Multicultural Education*, 7(11), 48-60.
- Kar, A. & Bhattacharya, S. (2019). E-Recruitment and customer satisfaction: an empirical study in and around Kolkata. *Journal of Management Research*, 8(2), 34-54.
- Kepha, O., Mukulu, E., & Waititu, G. A. (2014). The influence of recruitment and selection on the performance of employees in research institutes in Kenya. *International Journal of Science and Research*, 3(5), 132-138.
- Kimera, E. (2018). *Effects of internal and external recruitment practices on employee job performance: a case study of National Water and Sewerage Corporation (NWSC) Jinja Area*. A Dissertation submitted to the School of Social Sciences in partial fulfillment of the requirements for the award of the degree of Masters of Public Administration and Management of Nkumba University, Entebbe Uganda.
- Mavis, A. D. (2014). *Employee recruitment and selection practices in the construction industry in Ashanti region*, unpublished dissertation, Kwame Nkrumah University of Science and Technology, Ghana.
- Muscalu, E. (2015). Sources of human resources recruitment organization. *International Journal of Management*, 3(9), 17-24.
- Naku, A., & Mutambara, E. (2014). The impact of permanent employee transfers on performance levels at united nations development programme South Sudan Country Office *International Journal of Innovative Research in Management*, 3(9), 87-96.
- Neeraj, (2012). A study of the recruitment and selection process. *Global Industrial Engineering Letters*, 2(1), 80-94.
- Ofori, D., & Aryeetey, M. (2021). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3), 45-60.
- Ogunkanmi, A. T (2020). The impact of information technology on recruitment and training: a case of Nigeria Immigration Service. *International Journal of Economics, Commerce and Management*, 8(7), 326-338.
- Okeke-Uzodike, O. E., & Mogie, S. (2015). Public sector recruitment policies: efficiency, effectiveness and consequences. *Problems and Perspectives in Management*, 13(1), 26-34
- Omisore, B., & Okofu, B. I. (2014). Staff recruitment and selection process in the Nigerian Public Service: What is to be done? *International Journal of Human Resource Studies*, 4(3), 280-294.
- Opara, D. N., & Agalabiri, C. (2022). External recruitment strategies on organizational performance of deposit money banks in Rivers State. *BW Academic Journal*, 1(1), 43-51.
- Opayemi, A. S., & Oyesola, T.M. (2013). Perception of selection interview, selection test and employee performance: An empirical analysis. *Journal of Public Administration and Policy Research*, 5(4), 95-101.
- Otoo, I.C., Assuming, J., & Agyei, P.M. (2018). Effectiveness of recruitment and selection practices in public sector higher education institutions: evidence from Ghana. *European Scientific Journal*, 14(13), 199-214.





- Owusu T. (2012). *Effects of motivation on employee performance: A case study of Ghana commercial bank, Kumasi zone*, unpublished MBA Thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.
- Oyadiran, P.A., Ishaq, M. F., & Kola, A. A. (2023). Effects of recruitment and selection process on performance in organisations. *International Journal of Human Resource Management and Humanities (IJHRMH)*, 1(1), 1-26.
- Oyer, P., & Edward, L. (2012). *Personnel economics for managers*. New York: John Wiley & Sons.
- Patimah, S. (2015). The influence of recruitment and selection on the performance of state elementary school principals Bandar Lampung. *Scientific Journals Peuradeun – International Multidisciplinary Journal*, 3(1), 165–190.
- Philip, R. (2013). Recruiting and selecting graduate employees via internships. *Asia Pacific Journal of Business and Management*, 4(2), 72-86.
- Rahmo, H. A. (2015). *The effect of external recruitment on employee performance in city oil Uganda* unpublished dissertation Islamic university in Uganda, Kampala
- Rao., V. S. P. (2005). *Human resources management: Text and Cases*. 2nd Edition. Anurag Jain for Excel Books. New Delhi.
- Samwell, J. O., Omari, S., & Szumbah, M. (2019). The influence of employees' recruitment on performance outcomes of family owned business in Tanzania case of Nyamagana and Ilemela Districts. *African Journal of Business and Management*, 2(3), 32-46,
- Sangeetha, K. (2010). Effective recruitment: A framework. *Journal of Business Strategy*, 7(1/2), 93-107.
- Schutz, T.W. (1961). Investment in human capital. *The American Economic Review*, 51(1), 1-17.
- Senaji, T. A. (2016). *Recruitment and selection practices of pilots among commercial aviation firms in Kenya*. Being management research project submitted for the award of Master of Business Administration, Faculty Commerce, University of Nairobi, Kenya. <http://erepository.uonbi.ac.ke:8080/xmlui/handle/123456789/40357>
- Tafamel, E. A., & Akrawah, O. D. (2019). Recruitment strategies of the banking industry in Nigeria: The head hunting panacea. *African Journal of Business Management*, 13(13), 449-455.
- Tsuma, P. (2017). *Influence of e-recruitment practices on employee retention in multinational corporations in Nairobi County*. Thesis submitted to the Department of Business Administration, Strathmore University Business School.
- Wairimu, S. J., & Kamaara, M. P. (2018). Effects of recruitment process on employee performance - a survey of life insurance companies in Kenya. *International Journal of Business Management & Finance*, 1(52), 898-910.
- Yamin, M. N., Sakawati, H., & Putri, N. Q. (2019). Position promotion and employee performance in the regional secretariat of Makassar City. *Journal of Public Administration*, 9(2), 327-334.
- Zirra, C. T. O., Ogbu, J. O., & Ojo, G. R. (2017). Impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32-42.