

IMPACT OF RECRUITMENT AND SELECTION PROCESS ON  
ORGANIZATIONAL PERFORMANCE IN BANKING INDUSTRY.

(A CASE STUDY OF FIRST BANK PLC UNITY ROAD, ILORIN)

By:

ADEFILA KEHINDE ABIGEAL

ND/23/BAM/PT/0874

A RESEARCH PROJECT SUBMITTED TO  
THE DEPARTMENT OF BUSINESS ADMINISTRATION AND  
MANAGEMENT, INSTITUTE OF FINANCE AND MANAGEMENT  
STUDIES, KWARA STATE POLYTECHNIC, ILORIN KWARA STATE.

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD  
OF NATIONAL DIPLOMA (ND) IN BUSINESS ADMINISTRATION AND  
MANAGEMENT

JUNE,2025

CERTIFICATION

This project has been read and approved as meeting the  
requirements for the award of National Diploma (ND) Business

Administration and Management, Institute of Finance and  
Management Studies, Kwara State Polytechnic Ilorin, Kwara State  
Nigeria.

.....  
MR. ADAM M.N  
(Project Supervisor)

.....  
DATE

.....  
MR. KUDABO MOSES I.  
(Project Coordinator)

.....  
DATE

.....  
MR. ALAKOSO, I.  
(Head of Department)

.....  
DATE

.....  
EXTERNAL EXAMINER

.....  
DATE

## DEDICATION

This project is especially dedicated to Almighty God who crown all human efforts with success and who spare my life throughout this course I also dedicate this project to my parents.

## ACKNOWLEDGEMENT

All glorification, magnification adoration due to none but Almighty God. I salute him, appreciate him for the success of my National Diploma project.

My appreciation goes to my project supervisor Mr. Adam, I. who as being my guidance since the beginning of this project, May Almighty Allah continue to protect you and your family.

My gratitude goes to my noble parents Mr. and Mrs. Adefila for being there for me financially, morally and advice since the beginning of my (ND) program, May Allah give them long life to eat the fruit of their labour (Ameen)

I appreciate the efforts of my siblings and my friends for their supports and encouragement.

## ABSTRACT

This study examines whether there is any relationship between recruitment and selection practices and overall performance in the Nigerian banking industry using First Bank Plc Ilorin as a case study. The study is a descriptive research in nature. It is against this background that this study tries to look at the following objectives: (i) to determine if employee's ability enhances corporate performance; (ii) to investigate the extent of relationship between bank' corporate planning and performance. (iii) To examine the extent of impact of effective recruitment on superior corporate performance. In order to address the above research objectives, the following research questions are advanced: (i) Does employee's ability influence corporate performance? (ii) What is the nature of relationship between corporate planning and financial performance? (iii) What significant contribution does the effective recruitment and selection process has on superior corporate performance of First Bank plc Ilorin? Three hypotheses were formulated and tested in this research. Primary data were garnered, presented and analyzed with the use of Pearson correlation and regression analysis. Data collected through questionnaire were presented with the help of frequency tables and percentages; while data analysis was done using Statistical Package for Social Sciences (SPSS version 23.0). The respondents were the Managers and Non-managerial staff of First Bank who knows the importance of recruitment and selection process and its doctrines and practices in their day-to-day business transaction. This study found that there is direct positive relationship between effective R&C process and overall performance of First Bank plc Ilorin, Kwara State at 5% level of significant. Therefore, the general conclusion drawn was that effort to recruit talent employees in the bank should integrate corporate planning in the process as this will proactively increase organizational performance



## TABLE OF CONTENTS

Title page	Pages
Certification	i
Dedication	ii
Acknowledgement	iii

### CHAPTER ONE: INTRODUCTION

1.1 Background to the study	1
1.2 Statement of the problems	2
1.3 Research questions	3
1.4. Objectives of the study	3
1.5 Research hypothesis	4
1.6 Significance of the study	4
1.7. Scope of the study	4
1.8. Operational Definition of Key terms and Concept	5

### CHAPTER TWO: LITERATURE REVIEW

2.1 Conceptual framework	6
2.2 Theoretical framework	23
2.3 Empirical review	26

### CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction	29
3.2. Research design	29
3.3. Population and sampling design	30
3.4. Method of data collection	30
3.5. Method of data analysis	31
3.6. Regression model	32

### CHAPTER FOUR: DATA ANALYSIS DISCUSSION

4.1. Introduction	33
4.2. Data presentation and analysis	33

4.3. Preliminary analysis	37
4.4. Hypothesis test	42
4.5. Summary of findings	46
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	
5.1. Summary of findings	48
5.2. Conclusion	49
5.3. Recommendations	50
5.4. Recommendation for furthers studies	51
References	52



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

Recruitment and selection practices appear to be one way that companies are able to improve their organization performance. Human resource management (HRM) scholars have argued that an organization's success is at least partially dependent on its employees and their behaviors in carrying out the strategies of the business (Becker & Gerhart, 1996; Delery & Doty, 1996; Wright & McMahan, 1992; Dyer, 1984). Organizations that can effectively influence the behaviors and motivation of their employees through recruitment and selection systems will be able to increase their performance and viability (Huselid, 1995). Organization like banks should also be able to leverage their employees through human resource management to improve their performance, but very little research has addressed the role of recruitment and selection practices in small businesses. This study will address the relationship between recruitment and selection process and the performance of commercial bank and explore the benefits that the context of small businesses provides for the study of recruitment and selection practices.

Dyer(1984) opined that employee and employee management practice is a relatively undeveloped field, which has undergone a rapid growth. From its early roots as the function involved in the administrative aspects of hiring, firing, and payroll, it has seen stages where union relations, employee satisfaction, and legal compliance have served as dominant areas of emphasis and expertise. Strategic human resource practice emphasizes the need for human resource plans and strategies to be formulated within the context of overall organizational strategies and objectives, and to be responsive to the changing nature of the organization's external environment. Most recently a trend has developed toward justifying the expenditures for and

existence of the effective recruitment and selection practices. Human Resource departments and programs have become an element of the firm's profit equation to be minimized as a cost and maximized as a value-adding component of firm strategy. Thus the overall themes of Strategic Human Resource Management (SHRM) are the integration of all Human Resource practice functions, adherence to broad organizational goals and responsiveness to the external environment.

There is currently no research that looks at differences in the impact of recruitment and selection on performance based on size, but given the nature of commercial bank, it is possible that the role of recruitment in the performance of small businesses is even more critical than in larger organizations. Recruitment and selection practices in large organizations involves dealing with multiple complexities making it difficult to measure and control for alternative drivers of performance such as the human capital of the top manager or the environment in which the firm operates (Blau&Schoenherr, 1971). By their very nature, large firms are extremely complex and present many research difficulties such as multiple levels, multiple products, complex strategies, and operations spread across multiple geographies to name just a few.

Small businesses have none of these complexities and present a context in which the measurement of HRM as well as alternative drivers of performance for control purposes is not hindered by complexity. Because of their size, the impact of changes in the environment, supply, demand or competitors can significantly impact small businesses. While all organizations experience changes in the environment, small businesses, unlike larger organizations are not able to buffer themselves from these environmental changes or spread these changes across multiple product lines, geographies or business units. Because of this, small businesses are less able to shield their employees from the effect of these changes or impacts. From a small

business employee standpoint, this means that these changes in the external or competitive environment can have a direct impact on the nature of their jobs. This leads to an environment where the employment conditions for employees of small businesses can be constantly changing (Wright and McMahan, 1992).

This constant change in environment creates unique challenges for small business managers to maintain, find, recruit and hire employees in spite of the turbulent environment in which they and their employees operate. The potential for effective recruitment to aide in that process is high. To the extent that small businesses are able to effectively manage their human resources, they will be able to mitigate the effects of this constantly changing environment on their employees. By doing this it is argue that small businesses with effective recruitment and selection process will be more likely to find, motivate and retain valuable employees and that employees working for small businesses with effective recruitment and selection practices will be more likely to act in a way that is beneficial to the business in spite of the impacts to small businesses caused by the changing environment

## 1.2 Statement of the problem

Thus, studying the effects of HRM in small businesses permit this current study to look more directly at the relationship between recruitment and firm performance and understand whether recruitment and selection contributes to the performance of small businesses. Second, and possibly as important, studying the relationship in the context of small businesses will enables usto understand the effects of recruitment and selection on the performance of commercial bank and beyond other known drivers of performance.

Therefore, this study make an additional significant contribution to the field by testing contingency relationships between known performance drivers

in banking firm and the HRM to performance relationship leading to a broader understanding of the conditions under which recruitment and selection might lead to performance.

The current study will also shows most of the studies on impact of corporate planning on organization performance. This means that there is a major gap in the relevant literature on developing countries including Nigeria, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Nigerian banking industry and providing more empirical evidence on the effects of employee's ability on corporate performance.

In addition to providing a new arena in which to test the relationship between recruitment and selection process and firm performance, the context of banking firms also provides the opportunity to more thoroughly test this relationship. Despite the growing body of research on the relationship between HRM and firm performance, several questions still exist around variable measurement, research design, and the role of recruitment and selection practices. In spite of the success of this research in demonstrating a relationship between recruitment and selection and organization performance, past research has not sufficiently made the argument for recruitment and selection causing performance (Wright et al., 2005). Specifically past research has had difficulty controlling for or otherwise ruling out possible alternative drivers of performance. Many of these questions are driven by the complexity in both the relationship itself as well as the context of small organizations typically used to study this relationship (Becker & Gerhart, 1996). Given the importance of banking firms to our economy, it is important for researchers to understand what tools commercial banks can leverage to improve their performance and increases their chances of survival.

### 1.3 Research Questions

In order to address the above research objectives, the following research questions are advanced:

1. Does employee's ability enhances corporate performance?
2. What is the nature of relationship between corporate planning and the bank corporate financial capacity?
3. What significant contribution does the effective recruitment and selection process has on superior corporate performance of First Bank plc Ilorin?

#### 1.4 Research Objectives

The purpose of this research work is specifically on the impact of recruitment and selection process on organizational performance. This research work will highlight the impact of recruitment and selection on organizational performance.

- 1) To access the efficiency and effectiveness of first bank of Nigeria Plc recruitment and selection policies as well as comparing them to the practices.
- 2) To find out the effectiveness of recruitment and selection processes used. And recommend possible improvement.
- 3) To access and ensure the employment of competent and well qualified staff that are willing and capable of working with the best of their ability toward achieving greater productivity as well as organizational objective according to the required standard.
- 4) To access and ensure the total eradication of bias and favoritism and also to exhibit justice and fair play in terms of recruitment and selection

exercise undertaking to fill in, the vacant space in an organization.

- 5) To determine the judicious maintenance of both human and material resources in the organization.
- 6) To examine the extent to which effective recruitment and selection process has on superior corporate performance.

### 1.5 Research Hypothesis

To achieve the objective of this study, the following hypothesis would be formulated and tested for validity.

- 1)  $H_1$ : Effective recruitment and selection procedures have a significant effect on employee productivity of a company.
- 2)  $H_0$ : Effective recruitment and selection procedure doesn't have any significant effect on employee productivity of a company.

### 1.6 Significance of the study

The research work will be of measurable value to a key player and a stakeholder including the managers in recognizing the importance of recruitment and selection practices and policies for connecting HRM practices with corporate performance in the banking industries.

This research will also benefit current research on performance in small businesses by providing insights into the role that recruitment and selection play in the performance of small firms.

Finally, research in this area will benefit small business owners and bank managers by providing insights into how they can better run their business and improve their performance through recruiting and hiring the best

talented employees.

### 1.7 Scope of the study

The scope of this research work is specifically on the impact of recruitment and selection process on organizational performance and this research covers the entire staff of First Bank of Nigeria, Unity branch, Ilorin, Kwara State.

### 1.8 Definition of Key Terms

To make a research work such as this comprehensive to even an average reader, it became very important to define some silent key features involved in the research. These silent terms are defined as follows:

- a. Management: The term management is defined as a process of planning, organizing, directing, coordinating and controlling material no-material resource towards achieving organizational objectives.
- b. Recruitment: Is the process of searching for prospective employees stipulating them to apply for job in an organization.
- c. Selection: Is the process which involves series of activities aimed at identifying the best candidate for job or positions from the pool of the recruits.
- d. Manpower: The number of workers needed or available to do a particular job.
- e. Policy: A plan for action agreed or chosen.
- f. Productivity: Unit of output per work machine hour or total output/total input.
- g. Effectiveness: Is producing the result that is wanted or need in producing a successful result
- h. Organizational: Structure of relationship so as to get work done.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introductions

This chapter consists of review of relevant literatures that capture the variable one entrepreneurship development and economic development. It entails the conceptual review, empirical review and theoretical review.

#### 2.1 Conceptual Clarifications: Human Resource Management

A key issue to be resolved is how recruitment and selection practice plays and influencing the direction and shape of the evolving strategy. Further, if recruitment and selection practice is considered an integral part of the process of strategic choice, how is its influence affected? As with company strategy, it might be that strategic human resource practice is seen as contributing to strategic choice within the organization by either maintaining viability or producing a sustained advantage. So, strategic Human Resource practice emphasizes the need for recruitment and selection plans and strategies to be formulated within the context of overall organizational strategies and objectives, and to be responsive to the changing nature of the organization's external environment. It is a model, which like all models, requires interpretation and adaptation by practitioners to ensure the most suitable fit between human resource and business strategies and plans. Thus the overall themes of recruitment and selection process are the integration of all human resource practice functions, adherence to broad organizational goals and responsiveness to the external environment. The term strategy is used to explain both the processes (organizational restructuring) and the outcomes (market position) of chosen long-term directions. It can be either a conscious planned activity or a series of events, which lead to a desirable outcome. As discussed above, strategic human resource practice is concerned with ensuring a strategic "alignment" or fit between company and human

resource practice strategies. It necessarily involves an evaluation of the likely impact of both the external and internal organizational environment, the long term goals of the organization and the ways in which human resource practice strategy will enable the adaptation of human resource towards these goals.

In addition, the simplified model of the recruitment and selection to performance relationship outlined by Dyer (1984) a significant amount of complexity remains in understanding this relationship and factors, contextual and otherwise that might influence it. This complexity is only compounded when addressed in a large organization where the distance between the different pieces of the relationship can be quite large.

One dimension of measurement and design that has received a significant amount of attention in the context of HRM is the recruitment and selection process. Questions about the best talented employees have been applied to both the independent variable of HR practices as well as the dependent performance variable. Most large organizations consist of multiple levels of management and employees. In addition, multiple products, geographies, divisions, and industries add to the complexity within those levels. The question of which level to use for measurement has a theoretical, methodological and practical component. From a theoretical standpoint the question derives from the fact that business strategies can exist at several levels.

According to Schendel and Hofer (1979) strategy occurs on at least three levels within a firm: corporate, business and functional. Given these differing levels of strategy, it can be assumed that recruitment and selection system might differ between these levels raising questions about how they contribute to firm performance at different levels within the firm. From a methodological standpoint, different levels of analysis raise questions about balancing accessibility of data with the intent of the research as well as

questions regarding the mixing of data from different levels of the firm such as HR practices measured at the corporate level and performance measures taken from the business or functional level and the implications of such research practices (Rogers & Wright 1998, Becker & Gerhart, 1996).

Becker and Gerhart (1996) argue that in spite of reduced generalizability, studies that look at the recruitment and selection to performance relationship in contexts with reduced complexity such as the business unit level will contribute to the understanding of the relationship because the smaller size of the business units compared to parent organizations reduces much of the complexity driven by many factors.

In the case of small businesses, the corporate and business unit levels are often one and the same Complexity of the Relationship. Another issue in testing the relationship between recruitment and firm performance involves the complexity of the relationship between HRM and performance. Performance is a difficult concept to understand and involves multiple drivers and complex relationships. It is likely that the relationship between recruitment and performance is influenced by many other factors.

Researchers should focus on understanding when recruitment and selection contributes to performance or under what conditions employee ability might contribute more or less to the performance of a firm. Contingency or moderation models argue that the relationship is likely contingent on various other variables and situations (Delery & Doty, 1996). Some research has studied variables that might moderate the relationship between recruitment and selection process of HRM and performance with strategy being the most common contingency tested (Wai-Kwong, Priem & Cychota, 2001; Veliyath & Shortell, 1993). Further research is needed. Additional moderators such as manager attributes or environmental factors are likely contributing to the complexity of the relationship. Difficulty in measuring some of these key performance variables has made understanding their moderating

effects on HRM complicated. Therefore knowledge about how recruitment interacts with other performance drivers will help us answer contextual questions about employee ability and performance by using a less complex context such as small businesses, the study can eliminate much of the complexity inherent in large organizations. This will allow for more meaningful measures for use in gaining a better understanding of the direct relationship between recruitment and performance as well as potential moderating relationships.

## 2.2 Theoretical Framework

There is evidence that one driver of performance in small firms is the individual owner or manager (Baum, Locke, and Smith, 2001; Chrisman, Bauerschmidt, & Hofer, 1998). Hambrick and Mason (1984) argued that organizations are reflections of their leadership or top managers. The knowledge, skills and abilities of the top manager influence the decision making of the organization as well as strategy implementation to achieve tangible performance. Therefore top managers and employee ability have an impact on the performance of the organization (Hambrick & Mason, 1984). Because of the size of small businesses, individual owners or managers are able to directly impact the performance of the businesses they manage through their personalities, knowledge and experience. Research has demonstrated that the individual traits of the owner or manager in small businesses contribute to their performance (Baum, Locke, and Smith, 2001; Chrisman, Bauerschmidt, & Hofer, 1998).

According to the resource based view, the resources that a firm possesses can contribute to competitive advantage (Barney, 1991). Intangible

resources are often thought to provide significant competitive advantage to businesses because they are complex and difficult to imitate (Hitt, Bierman, Shimizu, and Kochhar, 2001). One of these intangible resources is the human capital of the owner or manager. Human capital has been described as the attributes; education, skills and experience possessed by individuals (Finkelstein & Hambrick, 1996). Managers with higher levels of human capital represent an intangible resource to the firm in that they have higher levels of knowledge and skills that are relevant to management of a business. Managers with high levels of human capital are able to use that capital in decision making and management of the business in ways that are superior to managers with lower levels of human capital (Hitt, Bierman, Shimizu, & Kochhar, 2001; Wright, Smart & McMahan, 1995, Finkelstein & Hambrick, 1996). In this way, the human capital of managers can be considered a resource to the firm providing competitive advantage (Barney, 1991). Human capital, defined in terms of education, experience and skills of individual firm members has been shown to contribute to firm level outcomes (Baum & Locke, 2004, Lee & Tsang, 2001, Box & White, 1993; Finkelstein & Hambrick, 1996; Wright, Smart, & McMahon, 1995).

#### 2.2.1 Recruitment and selection and the Resource Based View

Although multiple theories have been used to explain the relationship between HRM and performance outcomes (Wright & McMahan, 1992), the predominant theory currently used by researchers studying HRM is the resource based view (Wright, Dunford, & Snell, 2001; Delery, 1998). The resource based view proposes that competitive advantage comes from the internal resources that it possessed by an organization (Wernerfelt, 1984; Barney, 1991). The idea that internal resources of a firm can lead to competitive advantage was a significant departure from previous views of strategy which focused on the external environment and such factors as industry, customers, and competitors (Miles and Snow 1984; Porter 1985). The

RBV provided a theoretical explanation of how the human resources of a firm could in fact contribute to performance and competitive advantage.

Though others had addressed the concept of the RBV previously, Barney (1991) solidified its application to HRM research by outlining how firm recruitment and selection process contribute to the sustained competitive advantage of the firm. Resources that are valuable, rare, inimitable and non-substitutable will lead to competitive advantage. To the extent that the human resources within a firm meet these criteria, they will contribute to the competitive advantage of the firm by providing the firm with a valuable resource not easily replicated by competitors.

This raises the question as to which aspect of the HRM within a firm constitutes a resource. Wright, McMahan, and McWilliams (1994) argued that it is the actual human capital of a firm recruited and hired that constitutes the resource leading to competitive advantage. From their view, HR practices or HR systems could easily be duplicated (imitated) by other firms and only the knowledge skills and abilities possessed by individuals within a firm would meet the criteria outlined by Barney (1991). Lado and Wilson (1994) on the other hand took an alternative point of view arguing that HR practices combined into an overall HR system can be unique and difficult to imitate and constitute a resource meeting the conditions necessary for sustained competitive advantage. While both views seem to be accepted in the literature, most SHRM researchers using RBV as its theoretical framework have focused on the HR system or overarching HR philosophy as a resource functioning to develop the human capital of the firm (Boxall, 1998).

In addressing the criticisms of Wright, McMahan and McWilliams (1994) that HRM practices or systems could be easily duplicated by competitors and thus could not be a source of sustained competitive advantage, Becker and Gerhart (1996) outlined two different reasons why HR systems of successful firms could not be easily duplicated. First, causal

ambiguity implies that the exact manner in which human resource management contributes to the competitive advantage of the firm is either unknown or sufficiently ambiguous so as to be difficult or impossible to imitate. According to Becker and Gerhart (1996), the ability to replicate a successful HR system would require an understanding of how all of the elements of this complex system interact, an understanding which is still elusive to HR researchers and practitioners alike.

Second, the path dependency of HR systems makes their understanding and replication extremely difficult if not impossible. HR systems are developed over time. Take for example a single HR practice such as the use of a variable pay system for management compensation. The development and implementation of this single HR practice takes place over time including time to solicit management input and buy-in, work out discrepancies, and align the practice with current strategies as well as firm culture and needs. The end result would be a practice that reflects the philosophies and culture of the firm and its management created to solve the specific needs of the organization. Compound that single HR practice with a whole system of practices each with its own history and evolution specific to a particular firm, its philosophies and current situation and you have an HR system that cannot be bought or easily replicated without a significant investment both of time and financial resources.

The RBV with its focus on the internal resources possessed by a firm has given the field a theoretical understanding of why human resource systems might lead to sustained competitive advantage. The application of the RBV in SHRM research has allowed the SHRM field to move away from individual HR functional areas and practices to focus more on the HR system and how this system of HR practices or philosophies contributes to competitive advantage. This in turn has opened the door for further development of the field by answering questions about HRM and firm

performance such as whether the relationship between HRM and performance is causal and if so, by what mechanisms does HR lead to performance or what variables might moderate that relationship? These questions built around the RBV are questions that the field of SHRM is currently attempting to address.

### 2.3 Empirical Review

Dess & Robinson, 1984; Wall, 2004; Delaney & Huselid, 1996 suggested in their studies that perceptual or subjective measures of performance are a good source of performance information when objective measures are not available. Studies have demonstrated that perceptual performance measures are similar to more objective measures both from validity as well as a reliability standpoint. Perceptual measures of performance have been shown to yield results similar to more objective measures of performance when compared in the same sample and have also been demonstrated to be an accurate reflection of actual performance.

Baron, Hannan & Burton, 2001 also indicated that the original CEO plays an important role in shaping the HRM system as well as other aspects of the organization.

Mathew R. Allen, 2006 in his study developed a theory of how human resource management systems contribute to the performance of small businesses. Based on theories from the field of strategic human resource management and small business performance, he argue that high involvement human capital will be positively related to the performance of small businesses above and beyond known drivers of small business performance using a set of moderating variables for this relationship is also presented.

Hornsby and Kuratko (1990) found that within the context of small businesses the frequency as well as the complexity of HR practices tended to increase with the size of the business. Presumably this increase in

sophistication of HR practices is in an effort to deal with the increased complexity in the people management processes.

Chrisman, Bauerschmidt and Hofer (1999) also found that small businesses did indeed employ cost and differentiation strategies, but that these strategies were often broken down further in order to explain the manner in which the business had chosen to compete. Cost strategies are fairly simple in their structure. The purpose is to increase efficiency and reduce or eliminate costs in all areas of the business. Differentiation strategies are not as simple to understand. The idea is to differentiate oneself from the competition in order to provide value to the customer. Businesses have a number of ways that they might use to achieve this differentiation. They also found that small businesses use differentiations such as service, quality, and innovation in order to separate themselves from their competitors. It is likely that each type of differentiation as well as the use of a cost based strategy has different implications for firm level performance be it employee level, operational or financial. Indeed, studies looking at cost versus differentiation strategies have found that there are different performance implications of the chosen strategy (Baum, Locke & Smith, 2001; Youndt, Snell, Dean and Lepak, 1996).

Porter (1980) argued that industry and environmental factors also impact firm performance. According to Porter (1980) the industry structure can impact the choice of whether or not to enter an industry through the creation of a new venture.

Eisenhardt and Schoonhoven (1990) expanded on that idea and argued that the industry or more broadly, the environment in which a firm operates can impact the ability of a business once established to garner resources and compete. The environment in which a firm operates can vary by concentration (Melicher, Rush, & Winn, 1976), complexity (McNamara, Luce & Thompson, 2002), munificence (Baum & Wally, 2003), and dynamism (Dess & Beard, 1984). These differences in the environment can impact the ability of a

business obtain resources that are essential for survival (Dess& Beard, 1984) which should in turn impact their performance. In a review of the literature, Chrisman, Bauerschmidt and Hofer (1998) found multiple studies that provided evidence that different measures of industry structure, industry rivalry and the nature of the buyers and suppliers within the environment in which they operated all had an impact on the performance of small firms.

## CHAPTER THREE

### METHODOLOGY

#### Introduction

This chapter presents the procedures, methods and techniques the researcher adopted in the research work. Research work most often than not is appraised based on the quality and accurateness of the analysis and information it provides at the end. However, this is dependent on the nature of data collected during the research. As a result, this chapter looked at how data were gathered for the research. The methodology enlightened on the tools or techniques for research design, data collection, the population and sampling techniques, data sources, data collection instruments, and data analysis plan

#### 3.1 Research Design

This section focuses on the research techniques adopted and used for this study with the aim of achieving the research objectives. In this study, survey research design was adopted. Survey research design was chosen because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them. The theoretical population of the study consists of the entire workers of the First banks in Ilorin, Kwara State, Nigeria. The choice of Ilorin stems from the fact that the zenith bank was located at the capital city Headquarter Offices of the bank in Kwara State and that there is concentration of banks in Kwara State with over 25 percent of the branches of this bank is found in Ilorin alone out of the 16 local governments in Kwara State. For effective coverage and lower cost, stratified sampling technique was used to select the participating staff. First bank was stratified into two strata based on the managerial and non-managerial level. Thus the participants in this study were selected from each stratum.

#### 3.2 Data Specification

For the purpose of this research, primary data would be used as a

quantitative means of assessing the impact of recruitment and selection on the overall performance of the Zenith bank. The level of adoption of SHRM practices in the work place among workers, the training and evaluation of workers in meeting the target objectives and the organization goals.

### 3.3 Population

The target population for this research is the staff of First Bank plc Ilorin in the Human resource departments and units as the sample frame for the study. The researcher adopted both stratified and simple random sampling techniques. With regard to stratified sampling technique, the researcher separates the entire staff from their various departments and units into two strata i.e. Managerial Staff and non-managerial workers. This stratification was necessary because of the fact that the nature of work being performed in their departments and units are different.

### 3.4 Sampling Technique

With a sample size of 120 respondents, a simple random sampling method will then be adopted to select respondents from each of the stratum. With this method, a random sample of the population will be selected so that each member of the population has an equal chance of being selected. The basic concept underlying this method of sampling is that the elements or the individuals in the population are judged to be homogenous.

### 3.5 Data Collection Procedure

Data collection in a research is the stage where the necessary data are used according to the purposes and objectives of the research that are gathered from the field. The ways for gathering these data is what is termed as data collection methods. Two main sources of data will be used for the purpose of this research work which includes primary sources and secondary sources. The methods that will be used in primary data collection include interview, questionnaire and observations. Secondary source includes data from published and unpublished books, journals, websites etc.

For the purpose of this study, primary data will be the main research instrument and these data will be collected through the use of questionnaire.

### 3.6 Data Analysis Plan

The research would be a descriptive as well as inferential research. The descriptive aspect would made use of qualitative and quantitative tools in analyzing data gathered through questionnaire, interview and personal observation. The inferential aspect uses t-test, ANOVA, product moment correlation and regression to analyze data.

The analysis of the data collected would be done at the end of the data collection. The responses will be classified and summarized on the basis of the information provided by the respondents. The analysis will be carried out using both descriptive and inferential statistics. The frequency distribution/ simple percentage method will be used to present the data collected through the questionnaire.

The Pearson's product moment correlation coefficient (r) method will be used to determine the degree of relationship or strength of association between dependent and independent variables i.e. productivity and the job hazards.

The significance of the relationship will be tested at 95% or 0.05 significant levels using the student t-test, ANOVA check for model validity/ fitness and the impact tested by the use of regression  
Simple correlation method measures the degree of association between two variables. The formula for finding percentage score is presented below;

Percentage score=  $\frac{\text{number of respondent}}{\text{Sample size}} \times 100$

Sample size

The formula for calculating Pearson's product moment correlation coefficient

(r) is given as:

$$r =$$

$$t = r$$

Where  $x$  = value of variable  $x$

$Y$  = value of variable  $y$

$n$  = number of sample

$r$  = correlation coefficient

$t$  = t-value (calculated)

The degree of freedom (df) =  $n-2$

### Measure of Variables

From the research topic "Impact of SHRM on overall performance of a firm".

Two variables are measured

- i. SHRM variables =  $x$
- ii. Firm Performance =  $y$

Where:  $X$  is the predictor variables

$Y$  is the response variable

### 3.6 Ethical Issues

The general manager, the Human Resource Manager, and some members of senior and junior staff were discussed with at various times for permission to carry out such in their organization and all agreed. Privacy and confidentiality was maintained throughout the study. A letter of introduction from department of Business Administration, Kwara State Polytechnics Ilorin to the general manager of First Bank plc Ilorin for permission to carry out the

study was done.

### 3.7 Limitations Of The Study

Financial and time constraints-in the course of the research, the researcher had to spend a lot of money and time in printing of the research work, photocopying relevant research materials, allowances to research assistants, and transport cost to the site to gather information.

Another limitation was the reluctance of the respondents in disclosing information with the view that the information will be disclosed to the outside world and it could be used against the company.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter covers the presentation of responses, analysis and findings of data collected from the respondents through diverse sources, i.e. questionnaire, interview, personal observation and evidence. The study in an attempt to collect data relevant to the study distributed copies of questionnaire that covers 80% of the total study area for the selected respondents using simple random sampling technique. With this number the total copies of questionnaire administered were two hundred and fifty (120).

However, it is important to state that only two hundred and fifty (106) copies of questionnaire in all were filled, completed and returned. As a result, presentation, analysis and conclusion of the study were base on the three hundred and fifty (106) returned copies of questionnaire as shown in the subsequent tables.

Table 1: Sample Size Returned

Questionnaire	Frequency	Percentage
Returned	106	88.3%
Not-returned	14	11.7%
Total	120	100%

Source: Author's computation, 2025

Table 1 show that out of the 120 copies of questionnaire administered for the staff of the selectedBank only 106 that is 88.3% were returned as duly

completed and used for further statistical analysis and by implication the response rate was good to further enhance the accuracy of the results.

#### 4.2 Demographic Characteristics of Respondents

Below is the tabular summary of responses to personal information on the questionnaires distributed to respondents.

4.1 TABLE 2: Demographic Characteristics of The Respondents

Question	Response	Frequency	Percentage (%)
Gender	Male	58	54.7%
	Female	48	45.3%
	Total	106	100%
Age	18-25	32	30.2%
	26-33	44	41.5%
	34- 41	20	18.9%
	42 & above	10	9.4%
	Total	106	100%
Educational level	SSCE O/L	10	9.4%
	OND/NCE	30	28.3%
	HND/BSc	35	33.0%
	MBA	12	11.3%
	Others	4	3.8
	Total	106	100%

Source: Author's computation, 2025

This section deals with the presentation and analysis of data collected from the respondents through our research instrument. The first data to be presented and analyzed is based on the respondents' gender.

From Table 2 above it is evident that 54.7% of the respondents are male while 45.3% of the respondents are female. This shows that majority of our respondents are of the male sex.

It also shows that 9.4% of the respondents obtained West African School Certificate 'Ordinary Level', 28.3 % obtained National Certificate of Education and National Diploma, 33.0% obtained Higher National Diploma and Bachelor Degree, 11.3% obtained Masters in Business Administration and other Masters Degree while the remaining 3.8% of the respondents have other educational qualifications such as ACA, CIPMN, and CIS among others. From the above, we can infer that overwhelming majority of our respondents are well educated.

#### 4.3 Presentation and Analysis According to Key Questions

RESEARCH QUESTION 1: Does employee's ability enhance corporate performance?

Alternative	No of respondents	Percentage (%)
Strongly agreed	53	50%
Agreed	43	40.6%
Neutral	6	5.7%
Disagreed	4	3.8%

Strongly disagreed	0	0%
--------------------	---	----

Source: Author's computation, 2025

The above table reveals the respondents feedback on whether corporate performance is determined by employee's ability. 50% of the respondents strongly agree with the statement. 40.6% of the respondents agree with the statement, 5.7% respondents are undecided with the statement. Only 3.8% of the respondents disagree with the statement while none of the respondents strongly disagree with the statement. From the above we can conclude that corporate performance is largely determined by employee's ability.

RESEARCH QUESTION 2: What is the nature of relationship between bank corporate planning and their financial capacity?

Alternative	No of respondents	Percentage (%)
Strongly agreed	52	49.0%
Agreed	48	45.3%
Neutral	4	3.8%
Disagreed	2	1.9%
Strongly disagreed	0	0.0%
Total	106	100%

Source: Author's computation, 2025

In the above table, 49.0% of the respondents strongly agree that corporate planning aids bank financial capacity. 45.3% of respondents agree

with the above statement. 3.8% of respondents are undecided about the statement while 1.9 of the respondents disagrees with the statement. However, none of the respondents strongly disagree that planning aids corporate financial capacity. Therefore inference can be drawn that bank corporate planning aids financial capacity.

RESEARCH QUESTION 3: Does the effective recruitment and selection leads to superior corporate performance?

Alternative	No of respondents	Percentage (%)
Strongly agreed	46	45.2%
Agreed	40	38.1%
Neutral	10	12.4%
Disagreed	6	1.4%
Strongly disagreed	4	2.9%
Total	106	100%

Source: Author's computation, 2025

Table 4 above expresses responses from the respondents about the impact of effective recruitment and selection process on corporate performance. 43.4% of the respondents strongly agree that effective recruitment and selection leads to superior corporate performance. 37.7% of the respondents also agree with the statement. 9.4% of the respondents are undecided about the statement. 5.7% of the respondents disagree with the

statement while the remaining 3.8% of the respondent strongly disagree with the statement. The conclusion that can be drawn from here is that effective recruitment and selection can cause superior corporate performance.

#### 4.4 TESTING OF HYPOTHESES

The hypotheses formulated in this study are tested with the use of regression statistics. The decisions reached on hypotheses are based on the results

Hypothesis 1: there is no significant impact of employee ability on corporate performance of the First Bank

Model Summary				
Mo del	R	Adjusted R Square	Std. Error of the Estimate	
1	.325 <sup>a</sup>	.105	.097	.612
a. Predictors: (Constant), employee's ability				

To assess the extent of impact of employee ability on corporate performance, Simple linear regression analysis was carried out. The result of the regression model shown in table above indicates the value of the correlation coefficient  $R = .325$  and the adjusted  $R$ -square = .097 give us some idea of how well our model generalizes and ideally we would like its value to be the same, or close to the value of  $R$ -square. In the above summary, the difference for the final model is a fair bit. Thus, the aggregated effect of employee ability on Corporate performance is explained by the value of the  $R$ -square, which indicates that 10.5% of corporate performance is accounted specifically by the employee ability.

ANOVA<sup>a</sup>

		Sum of Squares	Mean Square			
1	Regression	4.591	1	4.591	12.253	.000 <sup>b</sup>
	Residual	38.969	104	.375		
	Total	43.557	105			
a. Dependent Variable: Corporate Performance						
b. Predictors: (Constant), employee's ability						

The analysis of variance (ANOVAs table above) tests whether the model is significantly better at predicting the outcome than using the mean as a 'best guess'. Specifically, the F-ratio represents the ratio of the improvement in prediction that the results from fitting the model (labeled 'Regression' in the table), relative to the inaccuracy that still exists in the model (labeled 'Residual' in the table). And by dividing the regression sum of square value by the Total sum of square in the table, indicating a significant relationship by returning the value of  $R^2=0.105$ , and the fact that the final model is significantly improve our ability to predict the outcome variable. However, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (employee's ability) is positively related with the dependent variable (Corporate performance). Hence, we posited that there is significant relationship between employee's ability and Corporate Performance at 5% level of significant.

Regression Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	-.193	.103		1.873	.001
	Employee's ability	.279	.089	.325	3.134	.000
a. Dependent Variable: Corporate Performance						

The beta coefficient of the model in regression table above indicates the beta value of the constant is(- 0.193) whereas; the beta value for the predictor variable (employee ability) is 0.279. The t-value of 3.134 and the p-value of .000 indicates the model is significant at  $p < 0.05$ . Therefore, the beta coefficient (Beta= 0.952) implies the level of corporate Performance is increase by 32.5% as the ability of employees increases by one. With the value of constant in the regression coefficients above, it is predicted that superior corporate performance might reduce 19.3% as the ability of employee reduces barely to zero (0). Therefore it is concluded that there is a significant impact of employee's ability on the Superior Corporate performance of the selected Zenith Bank plc in Ilorin Kwara State.

Hypothesis 2: there is no significant relationship between bank corporate planning and their financial capacity

Model Summary				
Mo del	R	Adjusted R Square	Std. Error of the Estimate	
1	.399 <sup>a</sup>	.159	.151	.608
b. Predictors: (Constant), corporate planning				

To assess the extent of impact of corporate planning on Financial capacity, Simple linear regression analysis was carried out. The result of the regression model shown in table above indicates the value of the correlation coefficient  $R = .399$  and the adjusted  $R$ -square = .159 give us some idea of how well our model generalizes and ideally we would like its value to be the same, or close to the value of  $R$ -square. In the above summary, the difference for the final model is a fair bit. Thus, the aggregated effect of SHRM on Financial capacity is explained by the value of the  $R$ -square, which indicates that 15.9% of financial capacity is accounted specifically by the bank corporate planning.

ANOVA <sup>a</sup>					
Model		Sum of Squares	Df	Mean Square	F Sig.
1	Regression	7.277	1	7.277	19.679 .000 <sup>b</sup>
	Residual	38.459	104	.370	
	Total	45.736	105		
a. Dependent Variable: financial capacity					
b. Predictors: (Constant), SHRM					

The analysis of variance (ANOVAs table above) tests whether the model is significantly better at predicting the outcome than using the mean as a 'best guess'. Specifically, the  $F$ -ratio represents the ratio of the improvement in prediction that the results from fitting the model (labeled 'Regression' in the table), relative to the inaccuracy that still exists in the model (labeled 'Residual')

in the table). And by dividing the regression sum of square value by the Total sum of square in the table, indicating a significant relationship by returning the value of  $R^2=0.159$ , and the fact that the final model is significantly improve our ability to predict the outcome variable. However, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (corporate planning) is positively related with the dependent variable (Corporate performance). Hence, we posited that there is significant relationship between bank corporate planning and financial capacity of Zenith bank at 5% level of significant.

Regression Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.090	.108		0.833
	Corporate planning	.367	.073	.399	5.027
a. Dependent Variable: Financial capacity					

From the regression table above, it is concluded that as the level of corporate planning becomes 0, the financial capacity reduce by 9%. Hence, the higher the corporate planning the greater the financial capacity at 5% level of significant.

Hypothesis 3: the effective recruitment and selection process has no

significant contribution to superior corporate performance.

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.919 <sup>a</sup>	.845	.37711	
c. Predictors: (Constant), Effective R&C				

To assess the extent of impact of effective recruitment and selection on superior corporate performance, simple linear regression analysis was carried out. The result of the regression model shown in table above indicates the value of the correlation coefficient  $R = .919$  and the adjusted  $R$ -square = .844 give us some idea of how well our model generalizes and ideally we would like its value to be the same, or close to the value of  $R$ -square. In the above summary, the difference for the final model is a fair bit ( $0.845 - 0.844 = 0.001$  or 0.1%). This shrinkage means that if the model were derived from the population rather than a sample it would account for approximately 0.1% less variance in the outcome. Thus, the aggregated effect of effective recruitment and selection on superior corporate performance is explained by the value of the  $R$ -square, which indicates that 84.5% of superior corporate performance is accounted specifically by the effective recruitment and selection.

ANOVA <sup>a</sup>					
Model	Sum of	Df	Mean	F	Sig.

		Squares		Square		
1	Regressi on	160.901	1	160.901	576.70 6	.000 <sup>b</sup>
	Residual	29.580	104	.279		
	Total	190.481	105			
a. Dependent Variable: Superior Corporate Performance						
b. Predictors: (Constant), effective R&C						

The analysis of variance (ANOVAs table above) tests whether the model is significantly better at predicting the outcome than using the mean as a 'best guess'. Specifically, the F-ratio represents the ratio of the improvement in prediction that the results from fitting the model (labeled 'Regression' in the table), relative to the inaccuracy that still exists in the model (labeled 'Residual' in the table). And by dividing the regression sum of square value by the Total sum of square in the table, indicating a significant relationship by returning the value of  $R^2=0.845$ , and the fact that the final model is significantly improve our ability to predict the outcome variable. However, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (effective recruitment and selection) is positively related with the dependent variable (Superior Corporateperformance). Hence, we posited that there is significant relationship between effective R&C and bank's corporate Performance at 5% level of significant.

Coefficients <sup>a</sup>
---------------------------

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.210	.122		1.718
	Effective R&C	.952	.028	.919	33.636
a. Dependent Variable: Superior corporate Performance					

The beta coefficient of the model in table above indicates the beta value of the constant is 0.210 whereas; the beta value for the predictor variable (effective R&C) is 0.952. The t-value of 33.636 and the p-value of .000 indicates the model is significant at  $p < 0.05$ . Therefore, the beta coefficient (Beta= 0.952) implies the level of corporate Performance is increase by 95.2% as the technological change increases by one. With the value of constant in the regression coefficients above, it is predicted that superior corporate performance might reduce 21% as the recruitment and selection is poor i.e zero (0). Therefore it is concluded that there is a significant impact of effective R&C on the Superior Corporate performance of the selected Zenith Bank plc in Ilorin Kwara State.

#### 4.5 Discussion of Findings

The hypotheses formulated in this study are tested with the use of regression statistics. The decisions reached on hypotheses are based on the results obtained both from the regression calculation and the tabulated value

of the regression distribution. If the computed value of regression is less than the critical value, the null hypotheses ( $H_0$ ) are accepted and the alternative hypotheses ( $H_1$ ) rejected. But if the value of regression is greater than the critical value, the alternative hypotheses ( $H_1$ ) are accepted and the null hypotheses ( $H_0$ ) rejected.

#### Hypothesis 1

$H_0$ : employee's ability does not influence corporate performance.

$H_1$ : employee's ability influences corporate performance.

R value= .325(a) where, the R= value shows that 32.50% of the dependent variable can be accounted for by the independent variable. R square value= .105 The regression is therefore, very significant at .050 which shows that the null hypothesis should be rejected and the alternative hypothesis should be accepted as stated above.

#### Decision

Based on the analysis above for which all calculated values are above the critical values, the null hypothesis ( $H_0$ ) is therefore, rejected while the alternative hypothesis ( $H_1$ ) is accepted; which states that strategic human resource practices enhance corporate performance.

#### Hypothesis 2

$H_0$ : There is no positive relationship between bank corporate planning and performance.

$H_1$ : There is positive relationship between bank corporate planning and performance.

R-value= .399 (a) where, the R-value shows that 39.9% of the dependent

variable can be accounted for by the independent variable. R-square value=.159, the regression is therefore, very significant at .050 which shows that the null hypothesis should be rejected and the alternative hypothesis should be accepted as stated above.

### Decision

Based on the analysis above for which all calculated values are above the critical values, the null hypothesis ( $H_0$ ) is therefore, rejected while the alternative hypothesis ( $H_1$ ) is accepted; which states that bank corporate planning is positively related to their performance.

### Hypothesis 3:

The significant value of P (0.000) is smaller than (0.05) which means that the independent variable (effective recruitment and selection) is positively related with the dependent variable (Superior Corporate performance). Hence, it is posited that there is significant impact of effective recruitment and selection on Superior corporate Performance at 5% level of significant.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The main aim of this study is to investigate the impacts of recruitment and selection on overall performance, in First Bank plc Ilorin Kwara State. This chapter summarizes the main findings of the study. The arrangement for the presentation is guided by the hypotheses stated for discussion. The conclusion that follows is drawn from the findings, while recommendations and suggestions for further study are also indicated.

#### 5.2 Summary Of Findings

Based on analysed data, the findings in this study include the followings:

A large number of respondents (34.9%) strongly agree that strategic human resource practice enhance corporate performance, while overwhelming majority of respondents (55.7%) also said that strategic human resource practice enhances corporate performance. None of the respondents strongly disagree with the statement.

It was also discovered that there is a link between corporate performance and recruitment and selection. The study found that 49.0% of the respondents strongly agree that employee ability aids corporate performance. In addition, another 45.3% of the respondent also agree with the statement that corporate planning has significance relationship with corporate performance. This evidently proves that there is a link between corporate financial performance and recruitment process. Therefore, bank corporate performance is largely determine by corporate planning of recruitment and selection process which eventually lead to corporate performance.

#### 5.3 Conclusion

The study have examined the impact of recruitment and selection

practice in enhancing corporate performance and investigated the extent of relationship between its corporate planning and organizational performance. Therefore the study concluded that recruitment and selection process enhances corporate performance of First bank plc Ilorin chapter. So also, it concluded that that there is a link between corporate performance and planning and that a positive relationship exists between employee ability and corporate performance. On this note, the general conclusion was drawn that effort to recruit talent employees in the bank should integrate corporate planning in the process. This will proactively increase organizational performance

#### 5.4 Recommendations

The implications of the findings focus on the following:

1. Every organization must strategically recruit and select best talented employees for maximum performance.
2. Corporate organizations should try as much as possible to make sure that recruitment and selection process translate to improvement in corporate performance.
3. Since there is a link between corporate performance and recruitment and selection process in the organization, managers should take note on how to develop the human resource in the organization. This will also enhance future performance of the organization.
4. Finally, managers should be more concerned and ensure that strategic planning encompasses recruitment practices as it affects overall performance of the organization.

## REFERENCES

- Becker, B. and Gerhart B. (1996) "The Impact of Human Resource Management on Organizational Performance: Progress and Prospects" *Academy of Management Journal*, 39(4):779-801.
- Borman, W. C. (1991) "Job Behavior, Performance, and Effectiveness" M. D. Dunnette and L. M. Hough (eds.), *Handbook of Industrial and Organizational Psychology*, pp. 271-326.
- Boxall, P. and Purcell, J. (2003) *Strategy and Human Resource Management*, Hampshire, Palgrave Macmillan.
- Cascio, W. F. (1991) *Costing Human Resource: The Financial Impact of Behaviour in Organization*, 3rd Edition, Boston, PWS-Kent.
- Deshpande, S. P., & Golhar, D. Y. (1994). HRM practices in large and small manufacturing firms: A comparative study. *Journal of Small Business Management*, 32(2), 49.
- Dess, G. G., & Beard, D. W. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, 29(1), 52.
- Dess, G.G., & Robinson, R.B., (1984). Measuring organizational performance in the absence of objective measures: the case of the privately-held firm and conglomerate business unit. *Strategic Management Journal*. 5, 267-273.
- Dyer, L. (1984). Studying human resource strategy. *Industrial Relations*, 23(2)
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? *International Journal of Human Resource Management*, 6(3), 656.

- Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: Linking founding team, strategy, environment, and growth among U.S. semiconductor ventures, 1978-1988. *Administrative Science Quarterly*, 35(3), 504-529.
- Feeser, H. R., & Willard, G. E. (1990). Founding strategy and performance: A comparison of high and low growth high tech firms. *Strategic Management Journal*, 11(2), 87-98.
- Finkelstein, S., & Hambrick, D. C. (1996). *Strategic Leadership, Top Executives and Their Effects on Organizations*. West Publishing Company, St. Paul, MN
- Pfeffer, J. (1994). In NA (Ed.), *Competitive advantage through people: Unleashing the power of the workforce* (NA ed.). Boston: Harvard Business School Press.
- Shane, S., Locke, E. A., & Collins, C. J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 13(2), 257.
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226.
- Shaw, J. D., Gupta, N., & Delery, J. E. (2002). Pay dispersion and workforce performance: Moderating effects of incentives and interdependence. *Strategic Management Journal*, 23(6), 491.
- Wright, P. M., & Smart, D. L. (1995). Matches between human resources and strategy among NCAA basketball teams. *Academy of Management Journal*, 38(4), 1052.
- Youndt, M. A., Snell, S. A., Dean, J. W., Jr, & Lepak, D. P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4), 836.

## QUESTIONNAIRES

### PART 1: PERSONAL AND COMPANY BACKGROUND INFORMATION

Indicate your sex: Male ( ) female ( )

Indicate your age: 18-25 ( ) 26-33 ( ) 34-41 ( ) 42 years & Above ( )

Educational qualifications:

SSCE ( ) OND/DIPLOMA ( ) HND/BSC ( ) MSC/MBA ( ) Others ( )

Indicate your position in the industry?

\_\_\_\_\_

In what industry does your company compete?

\_\_\_\_\_

How many CEOs has your organization had including the founder?

\_\_\_\_\_

When was the company founded?

\_\_\_\_\_

How many employees did your company employ three years ago?

\_\_\_\_\_

Does your organization currently employ a manager whose primary responsibilities are Human Resource Management? ( ) Yes ( ) No

If you answered yes to question, when did you begin to employ a person in this role? \_\_\_\_\_

How many employees left your organization in the last year because of lack of performance in the industry? \_\_\_\_\_

### PART 2: RECRUITMENT AND SELECTION&ASSESSMENT OF EMPLOYEE MANAGEMENT PRACTICES

1 = strongly disagree   2 = moderately disagree   3 = neutral   4 = moderately agree   5 = strongly agree

The items below are about the practices your company uses to manage its employees. Using the scale below, please write in the number that indicates your agreement with each of the following statements.

1 = strongly disagree   2 = moderately disagree   3 = neutral   4 = moderately agree   5 = strongly agree

1. When screening job applicants, we mainly assess their fit to the requirements of specific recruitment process for best performance.
2. The practices that we use for selection focus on the potential long-term contribution of applicants.
3. We tend to evaluate candidates based on their ability to contribute immediately in their job performance.
4. Our hiring practices focus on how well the individual fits with the culture of our company.
5. When screening applicants for jobs, we focus on the ability to perform right away.
6. We will leave a positions open until we can find the best and brightest possible new employee.
7. When interviewing applicants, we primarily assess their ability to work with our current employees.
8. We look to elite sources (e.g., top universities, head hunters) to find the best available talent.
9. When selecting new employees, we primarily assess their overall fit with the organization's values.
10. Managers indulge in corporate planning for performance relation.
11. We have formal job duties and descriptions so that employees know their roles and responsibilities.
12. Peers have a great deal of input into the performance evaluations of other employees.
13. We give employees a great deal of discretion to monitor their own performance.
14. We employ able workers relative to organizational performance.
15. Managers follow a regular schedule in providing feedback to employees.
16. In general, employees are expected to provide feedback to one another on job performance.

17. Managers tightly control the pace and schedule at which employees complete their work.

18. Employees are trusted to get the job done right the first time without direct oversight.

19. Employees in this organization are expected to track one another's work and effort.

20. We have a formal process of performance appraisals to provide feedback to employees.

21. Employees are given discretion to complete their tasks however they see fit.

22. We attract and retain employees primarily by paying a higher wage than our competitors.

23. We use individual bonuses or incentive pay to motivate employees.

24. We allow employees to work flexible hours.

25. We sponsor company social events so employees can get to know one another.

26. We provide opportunities for employees to continue to learn and grow.

27. We sponsor outside activities (e.g., sports teams, events) to build a sense of community.

28. Employee bonuses are based mainly on how the organization as a whole is performing.

29. Performance appraisals are used primarily to determine pay raises.

30. We use job rotation to expand the skills of employees.

31. We use incentives (e.g., stock options, sign-on bonuses) to attract individuals to this organization.