

Manpower Recruitment Strategies and Organizational Performance of Deposit Money Banks in Rivers State

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Abstract

The most valuable resource for every organization is human capital, which the process involves recruitment. This study examined the impact of manpower recruitment strategies and organizational performance of deposit money banks in Rivers State. Internal recruitment was used as the dimension of manpower recruitment strategies, while profitability, productivity and innovation were reviewed as measures of organizational performance. The study employed the descriptive research design and the random sampling technique was adopted to sample out one hundred and ten (110) middle and top management staff of the twenty-two (22) deposit money banks in Rivers State. Data were derived from the study using a structured questionnaire. Data gathered was collated, coded and analyzed using frequency table, mean and standard deviation while linear regression was used to test the hypotheses via Statistical Package for Social Science (SPSS). Findings revealed that internal recruitment significantly influence profitability of deposit money banks in Rivers State ($P = 0.000 < 0.05$). This study concluded that manpower recruitment strategies is statistically correlated with organization performance. Amongst others, the study recommended that Issues of favouritism should be avoided while selecting applicants and all applicants should be treated fairly and equitably.

Keywords; *Manpower Recruitment Strategies, Organizational Performance, Internal Recruitment, Profitability, Productivity and Innovation.*

INTRODUCTION

The most valuable resource for every organization is its human capital. Compare to other assets, people are the major potential asset and liability that a company will ever acquire as they conduct their daily business activities (Walker, 2009). People are individuals who bring their own perspectives, values and attribute to organizational life and when managed effectively, these human traits can bring considerable benefits to organizations. As we move through the 21st century

where a globalize workforce is the basis of competition, we find out that the principles of human resource planning, recruitment, selection and development are of prime importance. And to manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community (Walker, 2009). This may be achieved through using more appropriate and inclusive recruitment strategies. Recruitment play an important role to attracting and appointing qualified personnel. Getting the right people in the right place at the right time doing the right job is an essential element of recruitment process in any organization. An effective approach to recruitment process can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently.

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Therefore, recruitment is a vital process for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization's selection system influences bottom-line business outcomes, such as productivity and financial performance a dream for any organization. In the operations of any organization, recruitment is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. Accordingly, Recruitment are conceived as the processes by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them (Sisson, 2014). Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Available literatures have argued that the success of the enterprise is directly linked to the performance of those who work for that business. By the same token, under-achievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into organizational performance (Biles & Holmberg, 2010; Djabatey, 2012).

Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change (Biles & Holmberg, 2010).

Organizational Performance also involves analyzing a company's performance against its set objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. Organizational performance reviews, can help companies identify areas of opportunity for improvements and provide insights regarding current employee's capabilities and skills. Learning how to measure and improve an organization's performance can help you leverage your available resources to achieve set goals. In this article, the analysis of

organizational performance measures will be focused on three main outcomes which are profitability, productivity and innovation.

Profitability is the process of making profit. While profit is a financial gain, especially the difference between the amount earned and the amount spent in buying, operating, or producing something (Walker, 2009). Profit also describes the financial benefit realized when revenue generated from a business activity exceeds the expenses, costs, and taxes involved in sustaining the activity in question. Any profits earned funnel back to business owners, who choose to either pocket the cash, distribute it to shareholders as dividends, or reinvest it back into the business.

A profitability determinant especially in the banking industry is very essential as a main strategy for economic growth for any country adopting an export-oriented industrialization policy within an open economic environment. Several Asian countries have been very successful in adopting this strategy. Since Nigeria has also made significant progress in its industrialization effort in the past three decades, it is important to examine if profitability is determined by manpower recruitment strategies in Nigerian banking industry.

Productivity is the quality, state, or fact of being able to generate, create, enhance, or bring forth good and service (Sisson, 2022). Productivity is also seen as the efficiency of production of goods or services expressed by some measure. Measurements of productivity are often expressed as a ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time (Wikipedia, 2024). The most common example is the (aggregate) labour productivity measure, one example of which is GDP per worker.

Innovation is defined as the process of bringing about new ideas, methods, products, services, or solutions that have a significant positive impact and value. It involves transforming creative concepts into tangible outcomes that improve efficiency and effectiveness, or addresses unmet needs. Innovation is not limited to technological advancements, rather it is also an approach to problem-solving, processes, organizational practices, or business model. Innovation involves challenging the status quo, thinking outside the box, and taking calculated risks to drive progress and achieve breakthrough outcomes.

The deposit money banks are not left out when it comes to manpower recruitment and organizational performance, because the sector is well known for its frequent turnover of staff as a result of organizational policy (Casio, 2002). For the banking sector to get the best employee to carry their organizational goals, they need to strategically recruit the most qualified applicant in the selection process. This process ensures transparency and even when the applicants are employed, their capacity will not be in doubt to achieve the organizational goals.

A sound manpower plan programme logically follows a well-drawn-up recruitment strategy. In fact, the quality of the organizational performance depends upon the quality of employees which is determined by recruitment policies and practices in the organization. Casio (2002) stated that

recruitment starts with a clear statement of objectives of the firm based on the types of knowledge, skills, abilities and other characteristics. For organization to request for application, objectives must be established and used for the selection process. The position to be filled must be defined in terms of job description and job specification.

Although several studies have been done on manpower recruitment but there are scanty works on manpower recruitment strategies and organizational performance of deposit money banks in Rivers State. Thus, this study seeks to bridge that gap in literature.

Statement of the Problem

Recruitment into the banking sector is no longer on merit as it were. There are discrimination and favouritism in the recruitment of employees today. This tendency affects the quality of the people recruited and has an adverse impact on the morale of the people who are more qualified that feel, they are better than the people favoured. What impact will this have on the organization's performance? what will be the fate of the service where authority is violated because the person violating has the confidence and support of the higher authority?

In Nigeria, there has been increase in the rate of business failure, closure and poor organizational performance due to low productivity of employees and commercial globalization. Despite the conflict between the stakeholders and the employees, employees have critical roles to play in ensuring the organizations achieve competitive advantage over the competitors for the achievement of goals and objectives.

The performance of employees in the banking sector in Nigeria has been poor. It has witnessed relatively low performance when compared to their counterpart in other developing nations. The recent retrenchment of workers across many banks in Nigeria are the evidence of poor performance. Many studies have been executed on recruitment, organizational growth and many other related sub topics. Some of the studies were carried out in Nigeria but most of the studies were carried out in some countries outside Nigeria. Some studies covered public sector organization while others covered private sector organizations. For example, Djabatey (2012) analyzed recruitment practices of organizations, a case study of HFC Bank Ltd. Ibrahim (2014) studied Recruitment in the Nigerian Public Service: Nature, Challenges and Way forward. Aminchi, Amina, Abba & Salau (2014) wrote on Recruitment, Selection and Placement of Human Resource in Adult Education Organization: Implications for the Management of Adult Education in Borno State, Nigeria.

From the listed empirical literature, it is factual that there is no much work done on manpower recruitment strategies and organizational performance in deposit money banks in Rivers State. Therefore, a literature gap exists and our point of departure is to empirically examine the relationship between Manpower recruitment strategies such as internal recruitment on the organizational performance of deposit money banks in Port Harcourt, Rivers State.

Aim and Objectives of the Study

The aim of this study was to investigate the impact of manpower recruitment strategies on organizational performance of deposit money banks in Rivers State. Specifically, the objectives of the study are to;

1. Determine the impact of internal recruitment on profitability of deposit money banks in Rivers State.
2. Ascertain the impact of internal recruitment on productivity of deposit money banks in Rivers State.
3. Examine the impact of internal recruitment on innovation of deposit money banks in Rivers State.

Research Questions

The following research questions will guide this study:

1. To what extent does internal recruitment influence profitability of deposit money banks in Rivers State?
2. How does internal recruitment influence productivity of deposit money banks in Rivers State?
3. What is the relationship between internal recruitment and innovation of deposit money banks in Rivers State?

Research Hypotheses

The following hypotheses postulated were tested at 0.05 alpha level:

- H₀₁:** Internal recruitment strategy does not significantly influence profitability of deposit money banks in Rivers State.
- H₀₂:** Internal recruitment strategy does not significantly influence productivity of deposit money banks in Rivers State.
- H₀₃:** Internal recruitment strategy does not significantly influence innovation in deposit money banks in Rivers State.

LITERATURE REVIEW

Concept of Manpower Recruitment Strategies

In defining manpower, Abba & Salau (2004) conceives manpower as the energy and charisma with information regarding decision-making process designed to ensure that enough competent people with appropriate skills are available to perform jobs where and when they will be needed.

According to Gomez-Mejia, Balkinand & Cardy (2007), recruitment is the process of generating a pool of qualified candidates for a particular job. In the views of Pilbeam & Corbridge (2006), recruitment is components of the same system or process, that can also be considered separately, though they are not mutually exclusive functions. They define recruitment as a process which aims to attract appropriately qualified candidates for a particular position. Recruitment function is a critical and skillful activity of the human resources department in a competitive business environment.

Once management has determined an organization's staffing requirements, the recruitment process begins. The first decision made is whether a particular job opening should be filled by someone already employed in the organization or by an applicant from outside. Normally, organizations recruit from both internal and external. In each case, the advantages of recruiting outside the organization must be weighed against the disadvantages of recruiting inside the organization. The exact mix depends on the organization's strategic plan. Factors such as the amount of money that can be expended, the skills required, how quickly the position is to be filled, as well as careful consideration of the organization business environment, all feed into decisions regarding the internal/external recruitment mix (Olian & Rynes, 2014). Bohlander & Snell (2004), argued that whether a particular job vacancy would be filled by someone from within the organization or from outside would, of course, depend upon the availability of personnel, the organization's human resource policies, and the requirements of the job to be staffed.

Dimension of Manpower Recruitment Strategies

Internal Recruitment

Internal recruitment refers to selecting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. Armstrong (2000) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

Internal recruitment from within the organization is one of the most common sources because candidates for vacancies and new appointments are within the organization. This is made possible through promotion, job posting transfer etc. however, the recruitment of design engineers, accountants or doctors may not follow this pattern. Armstrong (2009), proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. Internal sources of recruitment have the advantages of building loyalty within the workforce as employees tend to appreciate that the organization is interested in them. It also serves as a motivational tool for reserving employees; it also helps employees in building their career. This source of recruitment is less expensive and saves money for the organization.

Concept of Organizational Performance

Organizational performance is an increasingly important issue for all business enterprises in developed and developing economies in both public and private enterprises. Businesses are however not exempted from the necessity of performance as they are continually threatened by

increase competition resulting from the increasing liberalization of the global economy. Individual performance is topical issue in today's business environment, to the extent that organizations go to the length to appraise and manage it (Armstrong & Barron, 2018).

Organizational performance as defined by Hellriegel *et al.* (2019), is the level of a firm's works achievement after having exerted effort. Hayward (2005), stated that organizational performance is a product of ability multiply by motivation. With environmental factors influencing performance primarily through the effect of individual determinants of performance ability and motivation.

There are different views on what organizational performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person's accomplishments. Organizational performance could be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions.

Measures of Organizational Performance

Profitability

The word profitability is composed of two words, namely, profit and ability. The term profit has been explained above and the term ability indicates the power of a business entity to earn profits. The ability of a concern also denotes its earning power or operating performance. The profitability may be defined as the ability of a given investment to earn a return from its use. Profitability is a relative concept whereas profit is an absolute connotation. Despite being closely related to and mutually interdependent, profit and profitability are two different concepts. In other words, in spite of their generic nature, each one of them has a distinct role in business. As an absolute term, profit has no relevance to compare the efficiency of a business organization. A very high profit does not always indicate sound organizational efficiency and low profitability is not always a sign of organizational sickness. Therefore, it can be said that profit is not the prime variable on the basis of which the operational efficiency and financial efficiency of an organization can be compared. To measure the productivity of capital employed and to measure operational efficiency, profitability analysis is considered as one of the best techniques.

Productivity

Productivity is simply the amount of output derived from per unit of input. It is a way to compare the cost of something to its benefit. Productivity refers to an amount of physical output to its related labour input.

Organization productivity usually relates to efficiency and effectiveness. Efficiency and effectiveness are two words associated with organizational productivity. Efficiency is the degree to which a system or component of a system perform its designated functions with minimum consumption of resources. Efficiency is doing things right. It is generally measured by a ratio of outputs produced to resources used. While, effectiveness is the degree to which a goal is achieved

and suggests a quality of output measurement against a defined standard. It means doing the right thing.

Productivity in a manufacturing industry usually relates to “how many valuable resources are used relative to what are produced (efficiency) and the ability of the manufacturing process to produce the desired result (effectiveness). In order to achieve maximum productivity, organizations must possess qualified personnel, who are committed and dedicated to service delivery. The road map to qualified personnel in any organization is determined by effectiveness of the selection process.

Productivity can be enhanced by a suitable work environment. It can also be a product of effective recruitment process (Catano *et al.*, 2010). An effective recruitment process can ensure that an institution hires the right candidate for a particular job or role. However, research has consistently indicated that human resource practitioners do not follow their institution’s recruitment processes in the appropriate manner (Aswathappa, 2007). Hence, institutions experience high labour turnover, high staff absenteeism, job reworks, high training expenses, labour unrest and low productivity (Robbins *et al.*, 2009). This study,

Innovation

The term innovation acquires a wide variety of meanings. Zaltamanet *al.* (2013) define the innovation as the new product development process, new products in themselves, and the process involves in adapting such products. The innovation phenomenon can be explored at various levels: the industrial sector, the region, the firm and the project. In recent years, much research has been undertaken to measure ways for firms to become innovative and how each of them relates to the structure, culture and management of the organization (Furtan & Sauer, 2008; Salavou & Avlonitis, 2008; among others).

First innovation definition was given by Myers & Marquis (2019) As a human phenomenon is not created by an individual effort or a single action, but rather by a sum of outstanding effort and perseverance in interacting with others, which does consist of all the brand new idea and new advise and developing of a new market working together in an integrated fashion. Furthermore, innovation is sturdily connected with the organizational learning which is the organization capability to create, acknowledge and apply fresh ideas, processes, products or services (Calantone *et al.*, 2002). Kuratko & Hodgetts, (2004) defined innovation as the design of original assets or the developing and enhancing the obtainable resources to generate original wealth.

Innovation is also defined as a means of making of an idea or improvement of an invention and introduction of a new product, process or service to the market (Thornhill, 2006). Vacek, (2009) said that innovation depends on a lot of research, technological, organizational, financial and commercial actions. Furthermore, Beaver, (2002) stated that innovation is a vital component for economic expansion and prospers of a country. Also, innovation is one of the mainly important competitive weapons and tools which usually treated as a core value capability (Sandvik, 2003). Thus, Innovation might come into sight in product, process, market, factor and organization (Kao, 2019).

Theoretical Review

This study is anchored on the Human Capital Theory.

Human Capital Theory

The theory of human capital was developed by Schultz, Becker, and Mincer over five decades ago (Teixeira, 2014). Schultz (2013) identified human capital as an explicit form of capital, a means of production, and a product of investment. Schultz further noted that the investment in human capital is central to economic development. Mincer (2017) related human capital to higher learning and greater lifetime income. Becker and Schultz (as cited in Teixeira, 2014) argued that investments in human capital strengthen the prospect of long-term economic growth.

Empirical Review

Recruitment Strategies and Organizational Performance

Ikwesi (2010); Aminchi, Amina, Abba and Salau (2014) wrote on Recruitment, Selection and Placement of Human Resource in Adult Education, Organization Implications for the Management of Adult Education in Borno State Nigeria. Descriptive survey design was used, and a population of 2300 and 38 adult education students and teachers respectively were used. From the population, 200 respondents were sampled. The data were collected through questionnaire and interview system. The data collected were analyzed using SPSS. The study discovered that recruitment, selection and placement of human resource is a major part of an organization overall, resourcing strategies which identify and secure people needed for the organization to survive and succeed. Better recruitment procedure results in improved organizational outcomes. The work concludes that it is important to determine the strategy by which the recruit, select and place organization employee and the contingent workforce in terms of their skills and technical abilities, especially in adult education organization.

METHODOLOGY

The study adopted the descriptive survey research design to achieve the objectives of the study.

The target population of this study consisted of 110 employees from the main branches of the twenty-two (22) deposit money banks in Nigeria that have operational base in Rivers State whose authentic list was obtained from the Central Bank of Nigeria statistical bulletin 2020 edition.

Since the population of the study is small, just one hundred and ten (110), the entire population of twenty banks was chosen as the sample for the study. This method of using the entire population is known as census sampling technique. The major source of data for the study was via primary data. A structured questionnaire titled “Manpower Recruitment Strategies and Organizational Performance of Deposit Money Banks” (MRSOPDMB) was used to derived information from the samples. Data was derived for the study using a structured questionnaire. Validity of the

instruments, the instrument was subjected to vetting and scrutiny by the expert researchers in the field of management. To determine the reliability of the instrument, the test-retest method was adopted. The co-efficient of the responses was computed using the Pearson Product Moment Correlation Coefficient and a reliability index of 0.94(94%) was derived. The research instrument was administered by the researcher to the respondents themselves with the help of two research assistants. The questionnaires retrieved were first sorted, coded and entered into the computer for analysis. The Statistical Package for Social Sciences (SPSS version 23.0) was used for data analysis.

Table 1; Population Distribution

S/N	Banks	Population Size
1	Access Bank	5
2	Citibank Nigeria	5
3	Ecobank Nigeria	5
4	Fidelity Bank	5
5	First Bank Nigeria	5
6	First City Monument Bank	5
7	Guaranty Trust Bank	5
8	Heritage Bank	5
9	Keystone Bank	5
10	Polaris Bank	5
11	Stanbic IBTC Bank	5
12	Standard Chartered Bank	5
13	Sterling Bank	5
14	Titan Bank	5
15	Union Bank	5
16	United Bank for Africa	5
17	Unity Bank	5
18	Wema Bank	5
19	Zenith Bank	5
20	SunTrust Bank Nig Ltd.	5
21	Globus Bank Ltd	5

22	Providus Bank Plc	5
Total		110

Source: Field Survey, 2024

DATA PRESENTATION AND ANALYSIS

Data Presentation

Table 2: Questionnaire Response Pattern

Number administered	Number returned	Number used	Percentage used
110	99	99	90.0%

Source: Field Survey (2024)

The table above indicates that out of 110 questionnaires were administered to the respondents, 99 were returned and 99 pieces of the survey were adequately filled and were utilized for the analysis representing 90.0% of the sample size.

Demographic Characteristics of respondents

Table 3: Gender of respondents

Gender	Frequency	Percentage
Male	54	54.5
Female	45	45.5
Total	99	100.0

Table 3 also shows the gender distribution of the respondents. Those who are male represent frequency and percentage of 54(54.5%) while the female represents 45(45.5%). This is an indication that majority of the respondents are males.

Table 4: Age of respondents

Age	Frequency	Percentage
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30 & Below	25	25.3
31-40	34	34.3
41-50	21	21.2
51-60	19	19.2
Total	99	100

On Table 4 the age of the respondents, those who are 30 and below has a frequency of 25(25.3%), those who are 31-40 were 34(34.3%), those who are 41-50 were 21(21.2%) and those are 51-60 were 19(19.2%).

Table 5: Marital Status of respondents

Marital Status	Frequency	Percentage
Married	61	61.6
Single	33	33.3
Divorced	5	5.1
Total	99	100.0

Table 5 also shows the marital status of the respondents. Those who are married have a frequency of 61 comprising of 61.6% of the respondents, those who are single have a frequency of 33(33.3%), while those who are divorced have a frequency of 5 making up 5.1% of the respondents.

Analysis of Research Variables

Respondents Responses on The Independent and Dependent Variables

Table 6: Reponses on Internal Recruitment

SN	Items	N	\bar{X}	SD	Remark
1	My organization reward successful performance with internal recruitment.	99	3.31	.846	Positive

2	My organization gives initial considerations to her current employees in course of new vacancy	99	3.23	.847
3	My organization promote employees from within to fill higher positions	99	3.29	1.018
4	In my organization, employees are recruited internally through transfer from one work place to another	99	3.03	.888
Grand mean			3.23	.736

Source: Field Survey (2024)

Table 6 shows assertions and responses with regard the effect of Internal Recruitment. The question items were based on four items. From the table 5, it was observed that the respondents agreed to all the items enumerated. Based on the responses derived, the grand mean = 3.23 was higher than the criterion mean = 2.5 and this entails that the respondents gave positive feedbacks about internal recruitment in their organization. The highest proportion of each of the item showed that the respondents agreed that my organization reward successful performance with internal recruitment ($\bar{X}=3.31; \pm.846$) and organization promote employees from within to fill higher positions ($\bar{X}=3.23; \pm.847$).

Table 7: Repones on Profitability

SN	Items	N	\bar{X}	SD	Remark
1	My organization records high return on assets	99	3.21	.924	Positive
2	My organization record high return on investment	99	3.17	.913	
3	My organization record high return on equity	99	3.16	1.003	
4	My organization records high gross profit margin	99	3.34	.929	
Grand mean			3.22	.807	

Source: Field Survey (2024)

Table 7 shows assertions and responses with regard to profitability. The question items were based on four items. From the table, it was observed that the respondents disagreed to the majority to the items enumerated. Based on the responses derived, the grand mean = 3.22 was higher than the criterion mean = 2.5 and this entails that the respondents gave positive feedbacks with regards to profitability in their organization. The highest proportion of each of the item showed that the

respondents agreed that *my* organization records high gross profit margin ($\bar{X}=3.34; \pm.929$) and organization records high return on assets ($\bar{X}=3.21; \pm.924$).

Table 8: Reponses on Productivity

SN	Items	N	\bar{X}	SD	Remark
1	In my organization, absenteeism is reduced to the minimum	99	3.10	1.035	Positive
2	Management provides employees with information they require to carry on with jobs	99	3.08	.934	
3	Management gives moral support to employees	99	2.79	1.002	
4	Employees in my organization meet up with target and are productive	99	2.65	1.009	
Grand mean			2.91	.723	

Source: Field Survey (2024)

Table 8 shows assertions and responses with regard to productivity. The question items were based on four items. From the table, it was observed that the respondents agreed to all the items enumerated. Based on the responses derived, the grand mean = 2.91 was higher than the criterion mean = 2.5 and this entails that the respondents gave positive feedbacks with regards to productivity in their organization. The highest proportion of each of the item showed that the respondents agreed that my organization, absenteeism is reduced to the minimum ($\bar{X}=3.10; \pm 1.035$) and management provides employees with information they require to carry on with jobs ($\bar{X}=3.08; \pm.934$).

Table 9: Reponses on Innovation and Creativity

SN	Items	N	\bar{X}	SD	Remark
1	Staff are able to solve challenging problems in a novel manner	99	2.75	.806	Positive
2	Staff ideas are useful and appropriate to tasks at hand	99	2.74	.894	
3	In my organization management trust the judgment of their subordinates	99	2.75	.921	

4	Staff judgment on job issues are objective	99	2.72	.943
Grand mean			2.74	.673

Source: Field Survey (2024)

Table 9 shows assertions and responses with regard to creativity. The question items were based on four items. From the table, it was observed that the respondents disagreed to all the items enumerated. Based on the responses derived, the grand mean = 2.74 derived which is higher than the criterion mean = 2.5 hence, the respondents gave positive feedbacks with regards to creativity in their organization. The lowest proportion of each of the item showed that the respondents agreed that Staff are able to solve challenging problems in a novel manner ($\bar{X}=2.75; \pm.806$) and in my organization management trust the judgment of their subordinates ($\bar{X}=2.75; \pm.921$).

Research Hypotheses

The data generated from the field was exhaustively presented and analyzed using Statistical Package for Social Sciences (SPSS) version 23.0. The following null hypotheses formulated in chapter one of this study was tested using simple linear regression.

Test of Hypotheses

H₀₁: Internal recruitment strategy does not significantly influence profitability of deposit money banks in Rivers State.

Table 9; Summary of Simple linear regression analysis on impact of internal recruitment on profitability of deposit money banks

Variable	β	Std. Error	t-Statistic	Prob.
Constant	1.865	0.212	8.777	0.0000
Internal Recruitment	0.422	0.064	6.543	0.0000
R	0.384	df 1		1
R-squared	0.148	df 2		247
Adjusted R-squared	0.144	F-statistic		42.809
S.E. of regression	0.74674	Prob(F-statistic)		0.000

Source: Field Survey (2024)

The speculation test model in table above demonstrates the association between internal recruitment and profitability of deposit money banks in Rivers State

$$\text{Profitability} = \alpha_0 + \beta_1(\text{IR}) + e (.05).$$

The above model summary table produced a correlation coefficient, ‘R’ of 0.384 which show that there is a moderate positive correlation between internal recruitment strategies and profitability.

The R^2 stood 0.148 which implied that about 14.8% of the variations in the organization's profitability are due to changes in internal recruitment.

The above ANOVA^a table produced F-value of $F(1, 247) = 42.809$, $p=0.000$ which shows that the regression model predicts the dependent variable significantly well. Thus, explained that there is no significant outlier (from the line of best fit) between the predictor (Internal recruitment) and profitability of deposit money banks in Rivers State.

Also, the Table presented the coefficient of the model. It showed a constant estimation of 1.865 and the estimation for the predictor (internal recruitment) = 0.422 demonstrating that, for each unit change of Internal recruitment (0.422), the profitability will change by 42.2%, respectively holding other variables at constant. T-estimated yielded 6.543, $p = 0.000$, for internal recruitment. This implied that the predictor variable (internal recruitment) significantly predicts the outcome (profitability).

Summarily, from the data so analyzed, the null hypothesis which states that internal recruitment does not significantly influence profitability of deposit money banks in Rivers State is rejected ($p = 0.00 < 0.05$) and the alternate hypotheses accepted.

H₀₂: Internal recruitment strategy does not significantly influence productivity of deposit money banks in Rivers State.

Table 10; Summary of Simple linear regression analysis on the impact of internal recruitment on productivity of deposit money banks in Rivers State

Variable	β	Std. Error	t-Statistic	Prob.
Constant	1.807	0.193	9.347	0.0000
Internal Recruitment	0.342	0.059	5.828	0.0000
R	0.348	df 1		1
R-squared	0.121	df 2		247
Adjusted R-squared	0.117	F-statistic		33.963
S.E. of regression	0.67932	Prob(F-statistic)		0.000

Source: Field Survey, (2024)

The speculation test model in table above demonstrates the association between internal recruitment and productivity of deposit money banks in Rivers State

$$\text{Productivity} = \alpha_0 + \beta_1(\text{IR}) + e (.05).$$

The above model summary table produced a correlation coefficient, 'R' of 0.348 which show that there is a moderate positive correlation between internal recruitment strategies and productivity.

The R^2 stood 0.121 which implied that about 12.1% of the variations in the organization's productivity are due to changes in internal recruitment.

The above ANOVA^a table produced F-value of $F(1, 247) = 33.963$, $p=0.000$ which shows that the regression model predicts the dependent variable significantly well. Thus, explained that there is

no significant outlier (from the line of best fit) between the predictor (Internal recruitment) and productivity of deposit money banks in Rivers State.

Also, the Table presented the coefficient of the model. It showed a constant estimation of 1.807 and the estimation for the predictor (internal recruitment) = 0.342 demonstrating that, for each unit change of Internal recruitment (0.342), the organizational performance will change by 34.2%, respectively holding other variables at constant. T-estimated yielded 5.828, $p = 0.000$, for internal recruitment. This implied that the predictor variable (internal recruitment) significantly predicts the outcome (productivity).

Summarily, from the data so analyzed, the null hypothesis which states that internal recruitment does not significantly influence productivity of deposit money banks in Rivers State is rejected ($p = 0.00 < 0.05$), and the alternate hypothesis accepted.

H₀₃: Internal recruitment strategy does not significantly influence innovation in deposit money banks in Rivers State.

Table 11; Summary of Simple linear regression analysis on the impact of internal recruitment on innovation of deposit money banks in Rivers State.

Variable	β	Std. Error	t-Statistic	Prob.
Constant	1.879	0.183	9.347	0.000
Internal Recruitment	0.267	0.059	5.828	0.000
R	0.293	df 1		1
R-squared	0.086	df 2		247
Adjusted R-squared	0.082	F-statistic		23.114
S.E. of regression	0.64438	Prob(F-statistic)		0.000

Source: Field Survey, (2024)

The speculation test model in table above demonstrates the association between internal recruitment and innovation of deposit money banks in Rivers State.

$$\text{Innovation} = \alpha_0 + \beta_3(\text{IR}) + e (.05).$$

The above model summary table produced a correlation coefficient, 'R' of 0.293 which show that there is a low positive correlation between internal recruitment strategies and innovation. The R^2 stood 0.086 which implied that about 8.6% of the variations in the organization's innovation are due to changes in internal recruitment.

The above ANOVA^a table produced F-value of $F(1, 247) = 23.114$, $p=0.000$ which shows that the regression model predicts the dependent variable significantly well. Thus, explained that there is no significant outlier (from the line of best fit) between the predictor (Internal recruitment) and innovation of deposit money banks in Rivers State.

Also, the Table presented the coefficient of the model. It showed a constant estimation of 1.879 and the estimation for the predictor (internal recruitment) = 0.267 demonstrating that, for each unit change of Internal recruitment (0.267), the organizational performance will change by 26.7%, respectively holding other variables at constant. T-estimated yielded 5.828, $p = 0.000$, for internal recruitment. This implied that the predictor variable (internal recruitment) significantly predicts the outcome (profitability).

Summarily, from the data so analyzed, the null hypothesis which states that internal recruitment does not significantly influence innovation in deposit money banks in Rivers State is rejected ($p = 0.00 < 0.05$) and the alternate hypothesis accepted.

Discussion of Findings

The research was generally aimed at determining the relationship between Manpower recruitment strategies and organizational performance of deposit money banks in Rivers State. Following statistical analysis of data collated from the research instrument and interpretation of the result, the findings of the study is discussed in the following headings:

Internal Recruitment and Profitability

The three research questions and hypotheses investigated the relationship and influence of internal recruitment strategies on profitability of deposit money banks in Rivers State. Result of correlation analysis revealed that internal recruitment has a positive moderate correlation with profitability of firm ($\rho = .345$, $p = 0.000$).

These finding complements that of Zirra, Ogbu & Ojo (2003) which studied on the impact of recruitment strategy on employees' performance and found out that there is a significant relationship between the use of employee referral recruitment method and profitability. Also, the finding agrees with Mir-Sohrab & Sabrina (2015) study on the effects of recruitment process on employee turnover and its consequence on organization's profitability. The authors found in their study that Fair and unbiased recruitment process can reduce turnover slightly fair and unbiased recruitment process can increase profitability. More so, the finding also is in line with that of Ekwoaba, *et al* (2015) study on the impact of recruitment criteria on organizational performance which reported that recruitment criteria have significant effect on organization's profitability ($X^2 = 35.723$; $df = 3$; $p = 0.05$).

Internal Recruitment and Productivity

Some of the objectives of the study was investigated the relationship and influence of internal recruitment on productivity of deposit money banks in Rivers State. Result of correlation analysis revealed that internal recruitment has a positive moderate correlation with productivity of firm ($\rho = .310$, $p = 0.000$). This study validates the findings of other scholars who carried out similar studies. Jonathan *et al* (2012) in their study of the effect of recruitment of employees on the productivity of small and medium enterprises in Kisumu Municipality- Kenya reported a significant effect between recruitment/selection and SMEs productivity, that recruitment accounts

for 72.4% of the variance in the productivity of the SMEs and this implied that better the recruitment, the higher the productivity of the firm. Other local and international studies which reported significant relationship between recruitment strategies and organizational performance are Philip (2010), Kepha, Mukulu & Waititu (2012), Ukpafe (2014) and Ekwoaba, *et al* (2015). These studies revealed that the more objective recruitment criteria the better the organization's productivity.

Internal Recruitment and Innovation

The study also investigated the relationship and influence of internal recruitment on innovation of deposit money banks in Rivers State. Result of correlation analysis revealed that internal recruitment had a low correlation with innovation and creativity ($\rho=.287$ $p=0.000$).

This finding supports the assertion of Tendon (2006) that talent deficiency is unrelated to huge population hence, external recruitment which makes the population pool of job seekers does not influence the innovation and creativity of employees. On the other hand, the findings of Amadike (2018) indicated that external source of recruitment strengthens diversity of talent within the organization. He further posits that external recruitment creates new ideas, refreshes the system, create challenges and change to the employees thereby affecting productivity. This finding is in variance with the finding of the present study. Although, the reason for the variation in the result of these studies is not known but may be attributed to statistical approaches and difference in the geographical locations of the studies.

CONCLUSION

The study based on its set aims and objectives found out that manpower recruitment strategies were statistically correlated with organization performance. Also, the study found out that there was a significant correlation between internal recruitment. Conclusively the study found out that internal recruitment predicts profitability, productivity and innovation in banks.

RECOMMENDATIONS

From the study it is realized that recruitment is of great importance to an organization, though an integral part of human resource planning and development, its application and operation as well as challenges makes its policy quite difficult. These recommendations are therefore made to help make this policy more effective.

1. Issues of favouritism should be avoided while selecting applicants and all applicants should be treated fairly.
2. There should be strict administrative ethics in checkmating the employment in private firms as well as in all other public bureaucracies in Nigeria. This process will help to reduce high incidence of politicization of recruitment of staff in Nigerian bureaucracies by enforcing due process.
3. Deposit money banks can use employment agencies in the act of recruitment but should be open to disclose the job description and responsibility to enable them select best suitable candidates for them.

4. Deposit money banks should recruit based on the capability of the candidates on performing the job responsibilities than consideration based on host community influences to ensure that effective candidate is employed to perform the specified duty effectively.

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