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**IMPACT OF E-RECRUITMENT ON ORGANISATIONAL  
PERFORMANCE**

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**Abstract**

Human resource has been of significant development in the field of organization as one cannot exaggerate its importance of humans to an organization as they can make or break a company's reputation, which in turn adversely affect organizational performance. The aim of this research is to determine the e-recruitment and its effects on organizational performance in Nigerian Banking Sector. Using qualitative research methods, a onetime survey was conducted in two selected Nigerian commercial banks. Primary data was analyzed using regression analysis and Pearson moment product coefficient) techniques with the aid of Statistical Package for Social Science (SPSS). The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement, transfer and promotions. The study has established that e- recruitment is a key component of human resource management and thus a building block of an organisation's performance and success. The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals.

**Keywords:** E-recruitment, Performance and organisation

**INTRODUCTION**

In recent times, the importance of having an effective Human Resource Management system cannot be over-flogged as it is concerned with people and management policies as well as the systems that influence the workforce. Organizations are made up of manpower, money, materials and machineries. These resources when collected coordinated and utilized through people. Combining all manpower effort allows an effective utilization of all other resources in achieving set out goals and objectives. An organization or business having the best technology and/or physical resources without the right and available personnel is already slated for failure.

Recruitment and selection are vital for organizations as individuals with the appropriate qualifications must be attracted on a timely basis. Recruitment and selection play a crucial role in shaping of an organization's effectiveness and performance, ensuring workers' performance and positive organizational outcomes. Recruitment of workers occurs not just to replace outgoing employees or add to the workforce but is also aimed at filling positions with people who can perform at a higher level and commitment. Being the primary mode of attracting quality applicants by organizations, the recognition of recruitment is so wide that manufacturing

companies seek to have competitive advantage over their competitors. This is a means of responding to the shift in the conditions of the labor market (Carlos et al. 2002).

According to Cole (2002), the principal purpose of e-recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization. More so, (Zweig 1991) defines e-recruitment as the set of activities an organization uses to select candidates who possess the abilities and attitude necessary for the enterprise especially with the aim of achieving its objectives. In the same vein Kuntz and Donnel (1980) saw e-recruitment as attracting qualified candidates to fill any vacancies. According to them, it is a process of choosing from among the candidates. It goes further to list three aspects of e-recruitment that must be borne in mind while recruiting officers, namely the e-recruitment requirement, organizational policies, procedures and organisational.

E-recruitment activities are either directed towards external candidates from outside organizations or towards current employees, in which case it is called internal recruitment. The focus of this study is solely on the process of recruiting external candidates, since internal e-recruitment often involves other issues, such as career planning and development. An e-recruitment system is a back-office system for administrating the e-recruitment process, and is normally designed to allow applicants to submit their data electronically. E-recruitment can thus be perceived as an umbrella term covering recruitment activities performed using various electronic means and the Internet, including online e-recruitment and e-recruitment systems relationship.

To this end, Box all (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow et al., (2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the e-recruitment process. Thus, e-recruitment has become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications.

### 1.1 *Statement of the Problem*

The quality of an organization's personnel is one of the factors that determine how the organization is going to be successful in terms of realizing its objectives of increased productivity, efficiency and effectiveness. One of the most effective ways of ensuring high standard of performance in any organization is through e-recruitment qualified and well-motivated candidates.

The lack of inadequate information and evidence of recruitment and selection processes within banking sectors may cause organizations not to achieve setout organizational goals and objectives. The overall target of the banking sector can be ruined if adequate recruitment and selection practices are not put into place. Therefore, there is the need for management to put in place strategies that will aid the recruitment of the best employees to achieve organizational goals and objectives.

### *1.2 Objectives of the Study*

The purpose of this study is to examine the impact of e-recruitment on organisational performance. Specifically, the objective of the study attempts to;

- i. To identify the problems associated with e-recruitment in an organisation.
- ii. To determine the factors that enable e-recruitment to be well implemented in organisation

### *1.3 Research Hypotheses*

The following alternate hypotheses will be used for the study:

H<sub>1</sub>: There are problems that are significantly associated with e-recruitment in an organisation.

H<sub>2</sub>: There are factors that enable e-recruitment to be well implemented in organisation

## **LITERATURE REVIEW**

### *2.1 Conceptual Framework on E-Recruitment*

Recruitment can be described as customary actions used in obtaining sufficient numbers of qualified individuals to carryout goals and objectives. Simply, this process provides organizations with potentially qualified candidates to fill vacancies (Costello, 2006) with minimal costs (Maarten 2006). Recruitment exercises can be conducted at designated times when the need arises to fill vacant positions created by former employees. During this process, applicants are well and fully informed about the required competencies and the opportunities the organization provides to the employee. A clear and precise knowledge of the job guides potential employees to perform exceptionally as they are aware of what is expected of them.

However, recent recruitment researches show that the use of internet is increasing as a source of applicants for organizations and as a job search tools for employment seeking individuals (Pfieffermann et al, 2010). According to Kar & Bhacharya (2009) online recruiting allows better targeting and greater availability of candidates for employers rather than the traditional methods of advertising in newspapers or on TV and radio stations. The digital era has brought a new dimension to the world of recruitment. E-recruitment is a means of internet is used as a means attracting qualified candidates for available jobs. In the early 2000's, the main communication source of most organizations were their career websites. These websites ran vacancies, contact details, news of the organizations and changes in the organization (Holm, 2012).

As a technological innovation, e-recruitment improves the process of recruiting knowledge via the internet. It also allows organizations save costs, update job offers and status at any point in time, shortens the recruitment cycle time, identifies and selects the best knowledge potentials out of a wider range of candidates while giving the organizations opportunities to improve their profiles and images. Furthermore, better and faster recruiting constitutes a competitive advantage against organizations businesses within the same industry. Most job seekers are comfortable with applying for jobs online compared to the traditional methods because it saves time and money with the possibility of browsing through a wider range of job offers.

E-recruitment is defined as the act of seeking, evaluating, obtaining commitment from, placing and orienting new employees to fill positions required for the successful conduct of an organisation. The e-recruitment process involves seeking and attracting a pool of people from which candidates who are to fill job vacancies can be selected. Fatiregun (1992) sees e-recruitment as that process of assessing a job, announcing the vacancy, arousing interest and stimulating people to apply. Recruiting, according to Mathis and Jackson (1997), is the process of generating a pool of qualified applicants for organisational jobs.

Balogun (1980) defined e-recruitment or employment as the process by which personnel or manpower resources are made available through appointment as in the case of board members, or directors of government enterprise especially in public organisation. Nwachukwu (1988) perceived e-recruitment to involve getting all prospective applicants for job position in an organisation. Cole (2002) the principal purpose of e-recruitment is to attract sufficient and suitable employees to apply for vacancies in the organization.

## 2.2 *Effectiveness of Online Recruitment*

There are many benefits that may accrue to an organization that opts to advertise vacancies online. Though it may be perceived by some, studies show that online recruitment allows around-the-clock collection and processing of job applications (Holm, 2012) while at the same time acting as a realistic job preview and a good avenue for the Organization to market itself. Online recruitment is effective in cutting costs for e-recruitment; it gives access to more people and quick turnaround time among others.

### i. Cost Effectiveness

Online testing offers the benefit of filtering out unsuitable candidates at an early stage in large scale recruitment (Barber, 2006). There remains a question as to whether the success of online recruitment is related to the kind of organisation using the method or if it is purely a result of the nature and implementation of the online method used (Parry and Tyson, 2008).

The use of Internet technology also allows a company to promote their employer brand thus minimizing on advertisement costs. In the UK, the average job posting online costs 250 sterling pounds compared with 5,000 sterling pounds for a quarter page in a national newspaper (Barber, 2006).

### ii. Access to More People

The internet provides access 24 hours a day, 7 days a week and reaches global audience (Barber, 2006). You open the floodgates when you advertise on the web, so you get applications in from everywhere. No matter what you put in the advertisement about having a work permit, you will get applications from everywhere in the world, and that is a challenge sometimes to deal with (Parry and Tyson, 2008).

People can respond within seconds of reading about an opportunity by emailing their CV to the employer and short listing can be undertaken quickly with the use of CV- matching software or online application forms (Torrington et al., 2008)

iii. Ability to Target the People

Needed Data about candidates can be captured automatically which can then be kept by the organisation as a kind of 'talent pool' and searched at a later date should another vacancy arise (Parry and Tyson, 2008). The ability to attract a large and more qualified talent pool to its doors depends on how the organization will establish a favourable image in the mind of the applicants (Dutta, 2014).

iv. Quicker Response and Turnaround

Time to hire is reduced through immediate posting of jobs online and the ease of completing online application forms and attaching CVs to emails (Barber, 2006). Use of back-office functionality where advances in Internet technology have meant that a system can be designed that posts an advertisement to several jobs boards simultaneously, acknowledges applications and forwards them to line managers automatically and performs a number of initial screening activities which removes some of the administrative burden from the human resource function and makes the process less resource intensive (Parry and Tyson, 2008).

v. Economy

Successful organisations have minimised the number of unsuitable applications by taking advantage of the ability to include vast amounts of information in different formats on their corporate recruitment web sites. Potential employees can therefore learn more about the company and job role by reading text, watching videos and listening to audio files. This allows candidates to self-select as to whether they are suitable for any particular role (Parry and Tyson, 2008).

A typical newspaper advertisement has a lifespan of 10 days while online advertisement may have 30 or more days attracting applicants. This helps advertisers/ employers average around nine times as many applications via the internet at less cost (Dessler, 2008).

### 2.3 *E-Recruitment Criteria*

E-recruitment form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996). In fact, the basic purpose of e-recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization.

Writing on some of the challenges facing e-recruitment criteria in organizations, observed that there are a plenty of techniques used in recruitment and hiring today among which are some methods not accepted by experts universally, or not recommended for the hiring process. As argued by (István 2010), selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques on the basis of their validity, impartiality, scope of usage, and cost

In all, (Sinha and Thaly 2013) noted that there is a variety of e-recruitment approaches (e.g. employee referral, campus e-recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a e-recruitment process or to deliver their overall e-recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best.

Every recruiting channel offers different benefits and limitations and works better for certain situations and companies. The key is collecting real-time e-recruitment metrics on these recruiting channels to figure out what works best for the company in different situations. The recruiting experience of each company is different and the best way to figure out what works best is to analyse metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha & Thaly, 2013).

#### *2.4 The Impact of Poorly Managed E-Recruitment on the Performance and Functionality of an Organisation*

Poor or administratively flawed e-recruitment decision can have a demoralising effect on other staff members as their roles may be affected or their workload is drastically increased while time, money and effort are spent bringing the new recruit up to standard. Acquiring and retaining high-quality talent is critical to an organisation's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, sometimes with exorbitant financial and/or non-financial implications for the organisation.

Although it is difficult to put an exact value on the cost of poor appointments, estimates that a bad hiring can amount to approximately 30 percent of the employee's first years earning potential, whereas are of the view that the cost can be as much as five times the employee's salary. It is noted that the financial cost of hiring a poor recruit extends beyond the costs involved in appointing the person. It also extends to the on-going salary costs of the person, retraining costs and possible legal costs in instances where a probation period is not managed efficiently, or where the skills required for the position turns out to be quite different to the actual skills set of the incumbent.

#### *2.5 Challenges of E-Recruitment*

Although the inception of e-recruitment has been successful, it currently faces a few challenges such as duplication of online resumes that causes the neglect of real candidates. Other challenges include but are not limited to lack of authenticity and accuracy of information provided by job seekers, the lack or absence of internet connection restricts candidates from accessing jobsites or portals and provision of incorrect information by less computer savvy applicants, high rate of illiteracy, lack of power supply and high poverty rate. Citing an example using computer science and computer engineering graduates who cannot build or navigate websites, a recruitment

analyst named John Bassey traces a problem of e-recruitment to the Nigerian educational system. He highlights that most candidates have theoretical knowledge rather than practical knowledge.

### *2.6 Impact of E-Recruitment on Organizational Performance*

Organizational performance has been the focus of research as the way organizations implement their policies and accomplish their mission and vision are of concern. There is the increasing awareness between managers that competitive advantage arises from having appropriate systems of attracting and managing their human resources. While some organizations can be profitable with little or no effort of employees those committed to excellence, quality standards, creativity and innovation are dependent on employee commitments to improve their performance.

Organizational performance is the analysis of an organization's performance compared to its goals and objectives. Armstrong and Baron (2004) view organizational performance as a unified approach used in delivering constant achievements to organizations by improving the performance of employees and developing their capabilities as teams or individuals.

Literature has shown that recruitment enhances employees' abilities and advancement opportunities are linked with higher employee commitment, lower turnover, higher productivity and quality, better service performance, enhanced safety performance, and better financial performance. As the most cost efficient and quickest recruitment method, the laudable benefits of e-recruitment have impressively influenced organizational performance.

Productive assets of business compose of intellectual property rights and technical, commercial and organizational knowhow as these intangible assets play a major role in organizational competitiveness (Breese, 2001). Innovation and creativity begins with the identification of both internal and external knowledge source. That is to say those organizations should possess employees that can provide or develop know-how through recruitment (Albert 2004; Olfert 2003).

According to Soo et al (2002), the ability of an organization to absorb information and know-how increases innovation which in turn improves market and financial performance. The advent of the internet has given rise to more flexible organizational designs and collaborations. These collaborations (Malone & Laubacher, 1998) have drastically reduced employment durations while also matching people to job offers frequently. Organizational creativity is a tool used by organizations to fill gaps in production, marketing and administrative processes to create competitive advantage (Parjanen, 2012).

Productivity is one of the important aspects for an organization as it aids the survival or growth. Labor productivity is the labor cost of manpower in relation to the quantity of labor produced. It also measures an organization's efficiency in maximizing its human resource. Managers of private and public organization are now aware that their competitive advantage comes from an appropriate system of attracting and managing their human resources. Hence, the foundation of productivity at any level is a combination of high-performing and innovative employees.

**RESEARCH METHODOLOGY**

The work covers the impact of e-recruitment on organisational performance with specific reference to Zenith Bank of Nigeria and Fidelity Bank Plc located at Mararaba, Nasarawa State, Nigeria. Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A sample size of 137 was obtained from the population of 208 at 5% error tolerance and 95% degree of freedom using Yamane’s statistical formula  $137(100\%)$  of the questionnaires distributed 130 (94.8%) were returned and 7(5.2%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Pearson product moment correlation coefficient was used to test hypothesis one and two.

3.1 *Test of the Hypotheses*

**Test of Hypothesis One**

H<sub>0</sub>: There are no problems that are significantly associated with e-recruitment in an organisation.

H<sub>1</sub>: There are problems that are significantly associated with e-recruitment in an organisation.

**Table 1: Descriptive Statistics**

	Mean	Std. Deviation	N
problems associated with e-recruitment	2.8253	1.27682	130
Organization	3.1613	1.37593	130

Source: SPSS version 25.00

**Table 2: Correlations**

	problems associated with e-recruitment	Organizations
problems associated with e-recruitment	Pearson Correlation 1	.716(**)
	Sig. (2-tailed)	.000
	N	130
		130



Organization	Pearson Correlation	.716(**)	1
	Sig. (2-tailed)	.000	
	N	130	130

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

**Source: SPSS version 25.00**

Table (1) shows the descriptive statistics with a mean response of 2.8253 and std. deviation of 1.27682 for levels of problems associated with e-recruitment and a mean response of 3.1613 and std. deviation of 1.37593 for organization and number of respondents (130). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (2) is the Pearson correlation coefficient for problems associated with e-recruitment and organization. The correlation coefficient shows 0.716. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant relationship between problems associated with e-recruitment in organizations ( $r = .716$ ). The computed correlation coefficient is greater than the table value of  $r = .195$  with 383 degrees of freedom ( $df = n-2$ ) at alpha level for a two-tailed test ( $r = .716, p < .05$ ). However, since the computed  $r = .716$ , is greater than the table value of  $.195$  we reject the null hypothesis and conclude that there are problems that are significantly associated with e-recruitment in an organisation.. ( $r = .716, P < .05$ ).

**Test of Hypothesis Two**

H<sub>0</sub>: There are no factors that enable e-recruitment to be well implemented in organisation

H<sub>1</sub>: There are factors that enable e-recruitment to be well implemented in organisation

**Table 3: Descriptive Statistics**

	Mean	Std. Deviation	N
factors that enable e-recruitment	1.8261	1.16043	130

implemented in organisation	1.9065	1.26713	130
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**Table 4: Correlations**

	factors that enable e-recruitment	implemented in organisation
factors that enable e-recruitment	1	.955**
Pearson Correlation		
Sig. (2-tailed)		.000
N	130	130
implemented in organisation	.955**	1
Pearson Correlation		
Sig. (2-tailed)	.000	
N	130	130

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

Table (3) shows the descriptive statistics of factors that enable e-recruitment via, implemented in organisation with a mean response of 1.8261 and std. deviation of 1.16043 for factors that enable e-recruitment and a mean response of 1.9065 and std. deviation of 1.26713 for implemented in organisation with sample size (130). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (4) is the Pearson correlation coefficient for factors that enable e-recruitment and implemented in organisation. The correlation coefficient shows 0.955. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant relationship between factors that enable e-recruitment and implemented in organisation ( $r = .955$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 383 degrees of freedom ( $df. = n-2$ ) at alpha level for a two-tailed test ( $r = .955, p < .05$ ). However, since the computed  $r = .955$ , is greater than the table value of  $.195$  we reject the null hypothesis and

conclude that there are factors that enable e-recruitment to be well implemented in organisation ( $r = .955, P < .05$ ).

### 3.2 *Discussion of Results*

Hypothesis one was tested with Pearson's product moment correlation in order to identify the problems associated e-recruitment in an organisation. , with a computed result ( $r = 0.716; p < 0.05$ ), the null hypothesis was rejected and the alternate hypothesis was accepted resulting in the conclusion that There are problems that are significantly associated with e-recruitment in an organisation

Hypothesis two was tested using Pearson product moment correlation coefficient to determine the factors that enable e-recruitment to be well implemented in organisation. ( $r = .955, P < .05$ ). The null hypothesis was rejected and the alternate hypothesis was accepted resulting in the conclusion that there are factors that enable e-recruitment to be well implemented in organisation

## **CONCLUSION**

People are the most important asset in an organisation because they are the key determinant to whether an organisation will achieve its objectives or not. There is sufficient evidence to show that e-recruitment practices can contribute either positively or negatively towards the effectiveness and functionality of an organisation. Its application, operationalization and the challenges as identified in the study makes its practices quite difficult if not impossible to implement. Therefore, it can be concluded that this subtask is irrelevant where an e-recruitment system has been introduced and applications are accepted solely through the system's submission facility.

As such, the findings from the study revealed that e-recruitment practices in some national and provincial departments are not compliant with prescripts and this affects employee morale and ultimately the effectiveness of departments. There is therefore a need to put mechanisms in place to address the identified challenges and to engage with some departments to ensure a thorough understanding of the challenges and to develop context specific improvement strategies.

The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals.

## **RECOMMENDATIONS**

The study has established that e-recruitment is a key component of human resource management and thus a building block of an organisation's performance and success. However, the limitations of the study as discussed in Chapter 1 made it difficult to generalise the findings to the entire Banking Sector.

The study found out that e-recruitment form or software is being used or has been used in the past though not exclusively to fill vacancies in the banking sector. It is recommended that top management for each bank be aware of other mitigating factors that can influence the success of e-recruitment system in the ministries, such as limited and poor internet connectivity in certain parts of the country be considered so that there is equal opportunity for all the citizens to apply for the vacancies occurring and have an equal chance of being selected. The study established that e-recruitment was efficient in filling vacant positions in the organizations. Thus it is recommended that the acquired talent be nurtured and developed to ensure that ministries and organizations maintain a pool of well-grounded employees who have the ability to deliver sustained competitive advantage to the organization.

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