

**EFFECT OF RECRUITMENT AND SELECTION ON PERFORMANCE
OF DIAMOND BANK PLC, ABUJA**

AKYUZ, Murat, Ph.D.
Department of Business Administration
Nile University of Nigeria

OPUSUNJU, Michael Isaac, Ph.D.
Department of Business Administration,
Nasarawa State University, Keffi

Abstract

The wrong man on the wrong job can lead to poor organizational performance and eventual closure or liquidation of the organization. The main objective of this study is to find out the effect of recruitment and selection on employees' performance in Diamond Bank Plc Abuja, FCT. The study made use of survey research design. The entire population of the study is three hundred and forty-four (344) comprising of all the staff of fifteen (15) Diamond bank branches in Abuja. Taro Yamane formula was employed to arrive at a sample size of one hundred and eighty-five (185). The primary source of data was mainly used and out of 185 questionnaires distributed only 129 were retrieved and used for the analysis. Multiple regression and correlation matrix were used to analyse the data. A normality test was also carried out on the data. The e-view statistical software package, excel and SPSS were employed for these purposes. The findings reveal that there is a significant positive relationship between recruitment and employees' performance in Diamond bank Plc branches in Abuja, also there is a significant positive relationship between selection and the performance of employees in Diamond bank branches in Abuja. It was concluded that improvement in the recruitment and selection process in diamond bank plc will improve the performance of employees in Diamond bank branches in Abuja. The study recommends that the management of Diamond bank should pay more attention to the employment agencies being used by the bank for recruitment exercises to ensure that the best candidates are recruited from the beginning as this will improve the performance as well as reduce the high labour turnover being experienced by the bank.

Keywords: Recruitment, Selection, Internal Sources, External Sources and performance

Introduction

Recruitment and selection can play a pivotally important role in shaping an organisation's performance if work organizations can acquire workers who already possess relevant knowledge, skills, and aptitudes and can make an accurate prediction regarding their future abilities. Recruitment and selection also have an important role to play in ensuring employees' performance and positive organisational outcomes. It is often claimed that the selection of employees occurs not just to replace departing employees or add to a workforce but rather it aims

at putting in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers (Costello, 2006). There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that of Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. According to Mullins (2010), for the Human Resource Management (HRM) function to remain, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area.

Over the years, recruitment and selection have been conducted in Diamond Bank and these staff are sent to the different diamond bank branches. However, Oftentimes, there is much downsizing to the detriment of staff and the major problem is whether the recruited and selected employees did not perform effectively and efficiently in the organization.

Studies have been conducted in Nigeria, United State of America, United Kingdom, etc but none of these studies used Diamond branches in Abuja, FCT to address the effect of recruitment and selection on employees' performance of Diamond Bank branches in Abuja, FCT. Hence, this study, therefore, fills the research gap.

Diamond Bank Plc as a commercial bank operating in Nigeria is grappling with a lot of challenges that pose a threat to the performance of the bank. The issue of recruitment and selection in any organization is a very serious business. This is because a wrong man on the wrong job can lead to poor employees' performance in the organization and eventually closure or liquidation of the organization. Diamond bank plc is one bank that is known for taking special care in its recruitment and selection process. Despite this, the bank experiences huge labour turnover to the detriment of the staff and other performances related issues.

Is there a relationship between the method of recruitment and selection and the employees' performance in Diamond bank branches in Abuja which eventually leads to the termination of the appointment of some of their employees.

Several studies have been carried out in this area both in Nigeria and abroad such as Ekwoaba, Ikeije and Uforma (2015), Adeyemi, Dumade and Fadare (2015), Jonathan , Moses and Willis (2012), Ntiamoah, Abrokwah, Agijei-Sakyi, et al (2013), Arun(2014), Adam, Stella, Szumbah and Agasa (2016). However, none looked at the effect of recruitment and selection on the performance of employees in Diamond bank branches in Abuja. This study fills that gap.

The study primarily examines the effect of recruitment and selection on employees' performance in Diamond bank Plc branches in Abuja, and the specific objectives are to:

1. Determine the effect of recruitment on employees' performance in diamond bank branches in Abuja.
2. Examine the effect of selection on employees' performance in diamond bank branches in Abuja.

Hypotheses of this study are in a null form and they are:

Ho1 There is no significant relationship between recruitment and employees' performance in diamond bank branches in Abuja.

Ho2 There is no significant relationship between selection and employees' performance in diamond bank branches in Abuja.

The scope of the study covers the effect of recruitment and selection on employees' performance in Diamond bank branches in Abuja, FCT from 2011 to 2016. This period is considered because diamond bank invited applications from qualified candidates for various positions between this period in question. The study made use of proxies of internal recruitment such as (Job posting, promotion, transfer), proxies of external recruitment such as (educational institutions, employment agencies, advertisement and professional association). Proxies for selection (e-selection, panel interview, medical examination, and aptitude test). Proxies for employees' performance as follows (number of customers, job satisfaction, absenteeism, and labour turnover).

The major limitations of the study are the limited time for this study and the fact that some respondents failed to return their completed questionnaires on time. The researcher's persistence and relentless attitude to research made it easier to surmount these limitations hence they had no on the outcome of the research.

Concept of Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment (Gold, 2007). According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. El-Kot and Leat (2008) observation are that recruitment begins with advertising existing vacancies. Recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse on its profitability and inappropriate levels of staffing or skills (Soliman, 2000). According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to

legally obtain an adequate number of qualified applicants at the right place and time to enable the applicant and the organization selects each other for their optimum interest. The chartered institute of personnel management of Nigeria (CIPM) in 2007 defined recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist. Jovanovic (2004) noted that recruitment is a process of attracting a great pool of high-quality applicants' to select the best candidate among them. According to Niles (2013), recruitment is an organisations process of attracting applicants to jobs in an institution. Ofori and Aryeetey (2011) also define recruitment as the process of generating a pool of capable people to apply for employment in an institution. Recruitment can come from internal and external sources.

According to Nwaiwu (2009) internal recruitment means considering present employees as applicants for available positions. When there are some job vacancies to fill, an internal source of recruitment is a comfortable option. This can be done through either promotion or transfer. The employee who has the required knowledge and skills for the jobs can be assessed against other external applicants, and the best one will be selected (Rashmi, 2010). Recruiting from internal sources was proof to carry several benefits. It acts as a great motivator that encourages current employees to improve their performances for better career opportunities. The attrition rate is lower, as the recruitment, selection and induction costs and training time is also reduced greatly. Besides, the mutual knowledge between the employee and the organization eliminates major risks associated with recruits. The transferred or promoted employees also understand company culture, which helps them adapt more quickly to the new positions (Rashmi, 2010)

One of the internal recruitment resources is job postings, a form of recruitment advertising (Kotler & Keller, 2000) that can be defined as any internal announcement by an organization. Employees are considered as a wide pool for job vacancies in an organization. Internal job postings require issuing a circular regarding these vacancies to all employees in the organization, which provides an opportunity for employees who have the necessary efficiency, capabilities, and competences to apply for the vacancies (Haroon, 2010). Employee referrals are an internal channel for recruiting highly-skilled employees.

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. The external source of recruitment includes advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007). Sometimes, an organisation has to find candidates for opening positions from outside sources as well, instead of an only internal source. The reason is that it has to depend on an organisation's recruitment strategy at that time. Plus, an internal source can't always provide enough personnel from firms' current workforce (Gary, 2005). According to one study (Fisher et al., 1993), the formal methods of external recruitment include newspaper, magazine and journal advertising, in addition to using employment agencies and, in the current era, job/career fairs and e-recruitment.

Concept of Selection

Mondy (2010) refers to selection as „the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. The selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in the selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors that affect the seeking of such information (Graham, 1996). Armstrong (2009) observes that candidates can be selected using different methods to assess their suitability for a certain role. These methods include; individual interviews, interviewing panels, selection boards, and assessment centres, aptitude tests, medical examination.

Concept of Employees' Performance

Performance is related to what the organization hires the person to do and do well (Campbell 1993). Performance is not only related to the actions but also involves the judgment and evaluation process (Ilgen & Schneider, 1991). The activities that can be examined and measurable are reflected as performance (Campbell,1993). Organizations need highly performing employees so that the organization can meet their goals and can achieve a competitive advantage (Frese, 2002). Performance is associated with the quantity of output, quality of output, timeliness of output, presence or attendance on the job, the efficiency of the work completed and the effectiveness of work completed (Mathis et al 2009). It is the standard to which someone does something such as a job or examination. Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed (Business Dictionary, 2010). Performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. According to Gibson (1990) performance is measured in terms of productivity, job satisfaction, turnover, and absenteeism.

Outcome aspects of performance depend also on factors other than the individual's behaviour. For example, imagine a teacher who delivers a perfect reading lesson (behavioural aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Performance refers to an individual's proficiency with which he or she performs activities that contribute to the organization's technical core (Campbell et al., 1993). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research, and public relations. All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job which in turn determines organizational performance.

The Resource-Based theory

The Resource-Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool that cannot be imitated or substituted by rivals. According to the Resource-Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm's strength or weakness stems from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource-based thinking.

In relative terms, Boxall (1996, 1998) reveals that firms that recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes (1996, 1999) that a difference should be established between 'human capital advantage' and 'human process advantage'. The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. In which case, the use of human resource management systems is necessary for firms to gain a competitive advantage. Sparrow et al., (2002) noted that, technology and capital can be acquired by most firms at any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, to be differentiated, companies need to be very careful with the recruitment and selection process. The Company's HR practices would, therefore, need to emphasize "selecting highly skilled individuals". Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2008), the new employee is always active, ready to learn new things and easy to adapt to the new environment. They should find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano et al., (2010) stress that employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully perform the job most effectively. To them, recruitment, screening and selection procedures should yield the best-qualified candidates within the context of agreed-upon equity programs.

Empirical Review

Adeyemi, Dumade and Fadare (2015) assess the influence of recruitment and selection on organizational performance. The study was to find out the recruitment and selection policy or practice, the effect of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development. The study obtained information from twenty (20) respondents from the staff of Access Bank, odogunyan branch through the use of a questionnaire. The results indicated that, advertising of job vacancies to the general public, use of employment agent(s) and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the

method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the recruitment and selection process is also characterized by lots of challenges,

Jonathan, Moses and Willis (2012) studied recruitment and selection on the performance of SMEs in Kisumu Municipality, Kenya. Kenya has 1.6 million SMEs, constituting 96% of business enterprises, employing 75% of the labour force and contributing 20% to GDP. But their performance has been poor in the last decade. The study found that the overall average performance of SMEs in Kisumu Municipality was 60.71%. There was a significant positive correlation between recruitment and selection, and performance of SMEs at $\alpha = .01$. The average performance of SMEs with good recruitment and selection was 81.90%; with moderate was 67.94%, with poor was 53.90%. Recruitment and selection account for 40.8% of the total variance in the performance of SMEs. The study concludes that recruitment and selection have a significant on the performance of SMEs in Kisumu Municipality.

Ntiamoah, Abrokwah, Agyei-Sakyi, Opoku and Siaw (2013) evaluated the effect of recruitment & selection tool on the performance of the Ghana Revenue Authority in the Greater Accra region. For that purpose, data were collected by a structured questionnaire. A total of 160 respondents were chosen from the district offices of the Ghana Revenue Authority in the Greater Accra region of Ghana by a convenience sampling technique. The condition was that all of the respondents were working in different positions of the selected district in Ghana except the human resource department. Data were analyzed by using software SPSS-20.0 version by adopting the statistical techniques, correlation, and regression. The results of the study showed that there is a high positive correlation between the constructs of performance-based rewards and productivity.

Aruna (2014) examined the relationship between recruitment and selection practices and business performances of SMEs shedding some light on the mediating link between these two. A structured questionnaire was developed and sent to 436 manufacturing SMEs in Aichi prefecture and 144 firms responded to the questionnaire resulting in 32 percent response rate. Based on the data analysis, a strong positive relationship between recruitment and business practices and the business performance of manufacturing SMEs in Japan was found. Further, the study confirmed a statistically significant mediating relationship of HR outcomes between recruitment and selection and business performance in SMEs in Japan.

Adam, Stella, Szumbah and Agasa (2016) examine the effect of recruitment and selection on the performance of public water utilities in Tanzania. Both correlation and descriptive research designs were used. The study targeted a total population of 1355 employees in public water utilities. A sample size of 417 employees was selected. Data were collected using questionnaires to employees and face to face interviews with line managers. The descriptive statistic used included frequency, means, standard deviation, percentages, and tables while inferential used ANVOVA. The results revealed a statistically significant relationship between recruitment and selection on the performance of public water utilities.

Ekwoaba, J.O., Ikeijie, U.O, Uforma, N (2015) carried out a study on the effect of recruitment and selection criteria on organisational performance. The study was carried out in Lagos using Fidelity bank Plc. The analysis of 130 valid responses obtained through a questionnaire administered to randomly selected respondents revealed that recruitment and selection criteria have significant on organisations' performances. Also, the more objective the recruitment and selection criteria are the better the organisation's performance.

Methodology

The research design used is the survey research design. The use of survey research design is because the data are a point in time and with due recognition and emphasis on the use of questionnaires administered on the targeted respondents, to obtain factual information and also for clarity of the analysis of the findings.

The following indicates the population of Diamond bank branches in Abuja. There are 12 diamond bank branches in Abuja, FCT and each has full staff and contract staff working in the bank branches.

Diamond Banks in Abuja	Permanent staff	Contract staff
Plot 792, Mohammadu Buhari Way, Central Business District, FCT, Nigeria	13	16
No. 417 UAC Building, Plot 23, Central Business Area Garki, FCT, Nigeria	14	14
Building Material Market, DeiDei, FCT, Nigeria	12	15
Plot 21 Adetokunbo, Ademola Crescent Wuse, FCT, Nigeria	14	12
Plot 792, Mohammad Buhari Way, CBD, FCT, Nigeria	15	20
Nyanya Shopping Complex, Nyanya, FCT, Nigeria	14	15
Plot 1486, Ahmadu Bello Way Garki 2, FCT, Nigeria	12	16
2097 Herbert Macaulay Way, Zone 4 Wuse, FCT, Nigeria	16	17

Plot 52, Park Lane Gwagwalada, FCT, Nigeria	14	14
National Assembly Complex Abuja, FCT, Nigeria	14	19
Phase 3, Federal Ministry Of Education, Ahmadu Bello Way, CBD, FCT, Nigeria	14	17
1st Floor,, Area 1 Shopping Complex Abuja, FCT, Nigeria	16	15
Total	154	190

Source: Diamond Bank Plc Records, 2017 (Finelib.com)

The population of this study includes both permanent and contract staff of Diamond Bank Plc Branches in Abuja, FCT. They are the upper, middle and lower level employees of Diamond Bank, Abuja. The population of the study is 344.

The sample size is determined using the Taro Yamane computation approach. According to Yamane (1967), the sample size of a study is derived thus:

$$n = N/1+N(e)^2$$

Where N = the population size

e = the margin of error (assumed at 5%)

1= constant

$$n = 344/1+344 (0.05)^2$$

$$n = 344/1+344(0.0025)$$

$$n = 344/1+0.86$$

$$n = 344/1.86$$

$$n = 185$$

Based on the calculation, the sample size of the study is 185.

The study used a simple random sampling technique to administer questionnaires to the respondents who are the staff of Diamond Bank Branches in Abuja, FCT. The reason for employing the use of a random sampling technique is to give each respondent a fair chance of being selected for the study. The researcher administered the questionnaire to the staff on duty at the time the bank was visited.

The researcher obtained data from a primary source that involved the use of questionnaires administered to the staff of Diamond Bank Branches in Abuja, as well as personal interviews to buttress the responses from the questionnaires. The reason for using primary data is because the researcher used a point in time data. Again primary data is used because it is cheap and indicates

the opinion of the respondents on issues regarding recruitment, selection and employee performance of the organization.

The study used a structured questionnaire administered to the respondents who are the staff of the diamond Bank in Abuja. The questionnaire was designed in a five-point Likert scale such as Strongly Agreed(SA) (5), Agreed(A) (4), Undecided(U)(3), Strongly Disagreed(SD) (2) and Disagreed(D)(1). The questions are close-ended in nature and were set based on the variables, that is the dependent variable (employee performance) and the independent variable (recruitment and selection). Copies of the questionnaire were sent to the staff of different diamond bank branches in Abuja. The researcher was assisted by staff in each branch of the diamond bank in Abuja. The questionnaires were returned after one week and the researcher collected these copies of the questionnaire from the research assistants and used them in the analysis.

The study used multiple regression and correlation to analyse the data. Multiple regressions are used because the researcher established a cause and relationship between the variables and correlation is used because the researcher estimated the strength of the relationship between the dependent and independent variables. However, the researcher also used a normality tests to establish if the data collected from the respondents were normally distributed nor not. The researcher logged the data using SPSS and e-view statistical software package of 9.00.

The regression value indicated the t-statistics, f-statistic, p statistics, Durbin Watson and coefficient of determination which was used to explain the rate in which the dependent variable will be used to explain the independent variable in the study. The correlation matrix indicates the coefficient of correlation and also shows the association between the dependent variable and the independent variable.

3.9 Model Specification

The model specifies as a multiple regression model and it is stated as follows:

$$Y = \alpha + \beta X \dots\dots\dots 1$$

Where Y is the dependent variable (employees' performance), α is the intercept, β is the coefficient and x is the independent variable(Recruitment and Selection). The dependent variable was measured with; the number of customers,, job satisfaction, absenteeism and employee turnover while the independent variable is measured with internal sources and external sources. Internal source of recruitment was measured by; job posting, retention of casual workers, transfers and promotion. The external source was measure by; advertisement, employment agencies, educational institutions, and professional associations. The selection variable was measured with; e- selection, panel interview, medical examination, and aptitude test.

The above model is explained as follows:

The 'model is stated as follows:

$$EP = \alpha + \beta_1 RE + \beta_2 SE + \pi \dots \dots \dots 2$$

Where :

EP = Employees Performance.

RE= Recruitment

SE= Selection

α is the intercept,

β_1 is the coefficient

Correlation Formula is given as:

The mathematical formula for computing r is:

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{\{(n \sum x^2) - (\sum x)^2\} \{(n \sum y^2) - (\sum y)^2\}}} \dots \dots \dots 3$$

Where:

r = Correlation Coefficient

x = proxies for Independent Variable (recruitment and selection)

y = proxies for Dependent Variable (employees performance)

n = number of observations

The quantity r, called the Linear Correlation Coefficient, measures the strength and the direction of a linear relationship between the variables.

Experts from the field of human resources and organizational behaviour confirmed the content validity of the instrument. Cronbach's alpha was used to confirm the reliability of the instrument. The dependent variable had 0.72 with 4 items and the independent variable had 0.84 with 8 items using SPSS to determine. However, it was discovered that the Crobrach alpha value was more than the acceptable limit of 0.61. Hence, the questionnaire administered is reliable.

Data Presentation and Analysis

Table 1: Analysis of Return Rate

Category of Staff	No of Questionnaires Administered	No of Questionnaires not Returned	No of Questionnaire Returned	Percentage (%)
Contract staff	92	35	57	44.19
Permanent staff	93	33	60	46.51
Total	185	68	129	100

Source: Field Survey, (2017)

The table above shows the rate of returned questionnaires from the respondents who are the staff of the organization. The permanent staff returned 46.51% of the copies of the questionnaire administered while contract staff returned 44.19% of the copies of the questionnaire administered. The implication of this is that the majority of the respondents were from permanent staff in the different branches of the bank

Table 2 Characteristics of the respondents

S/NO	Characteristics	Respondents' Category	Frequency	Percent
1.	Sex	Male	47	36.43
		Female	82	63.57
		Total	129	100.00
2.	Educational Qualification	OND/HND	33	25.58
		B.Sc	43	33.33
		M.Sc/PGD	39	30.23
		Ph.D	14	10.85
		Total	129	100.00
3.	Working Experience	2-5years	29	22.48
		6-10years	38	29.45
		11-15years	26	20.16
		16 and above	36	27.91
		Total	129	100.00

Source: Survey Data, 2017

The above table indicates that the respondents who participated in the exercise were 36.34% male while 63.57% were female. It was found that females were the majority that participated in the exercise which implies that the diamond bank in Abuja employed more female workers than men.

It was observed that 25.58% of the workers had OND/HND, 33.33% of the employees had B.Sc, 30.23% of the employees had M.Sc/PGD while 10.85% of the employees had Ph.D. The implication of the above was that the majority of the workers in Diamond bank branches in Abuja had a B.Sc degree qualification.

The study also found that 22.48% of the employees worked for 2-5 years, 29.45% of the employees worked for 6-10 years, 20.16% of the employees worked for 11-15 years and 27.91% of the employees worked for 11 years and above in the bank. The implication is that the majority of the staff worked for 6 – 10 years in the organization.

Table 3: Assessing Internal Sources of Recruitment in Diamond Bank Branches in Abuja

Internal Recruitment	SA	%	A	%	U	%	SD	%	D	%
Recruitment occurs through job posting in Diamond Bank Plc in Abuja	57	44.18	31	24.03	7	5.42	19	14.72	15	11.62
Retaining of casual staff is a source of recruitment	32	23.88	12	8.95	3	2.23	59	44.02	23	17.16
Recruitment occurs usually through transfer of staff	49	37.98	31	24.03	4	3.10	27	20.93	18	13.95
Recruitment occurs through staff promotion.	35	27.13	36	27.90	5	3.87	28	21.70	25	19.37

Source: Survey, 2017

Table 4: Mean

Variables	5	4	3	2	1	FX	N	Mean	Rating	Ranking	Sectoral Mean
Job posting	57	31	7	19	15	483	129	3.74	High	1 st	
Retention	32	12	3	59	23	358	129	2.77	Low	4 th	

Transfer	49	31	4	27	18	453	129	3.51	High	2 nd	3.30
Promotion	35	36	5	28	25	415	129	3.21	High	3 rd	

Author’s Computation

The above table indicates that the mean value of internal recruitment was acceptable because the sectoral mean was above the average of 3,00 and this implies that job posting, retention, transfer, and promotion of employees were acceptable but in ranking job posting was the 1st, employee transfer was the 2nd, employee promotion was the third and last was casual employee retention. This means that Diamond bank in Abuja hardly retains their casual or temporary staff as permanent staff and job posting is the highest source of internal recruitment.

Table 5: Assessing External Sources of Recruitment in Diamond Bank Branches in Abuja

External Sources	SA	%	A	%	U	%	SD	%	D	%
Diamond Bank always used advertisement as a source of recruitment	42	32.55	31	24.03	2	1.55	30	23.25	24	18.60
Employment agencies are often consulted for recruitment of staff	45	34.88	41	31.78	1	0.77	12	9.30	30	23.25
Educational institution is a source of recruitment in Diamond Bank Plc in Abuja	39	30.23	28	21.70	2	1.55	35	27.13	25	19.37
Professional association is a source of recruitment.	24	18.60	20	15.15	3	2.32	54	41.86	28	21.70

Source: Survey, 2017

Table 6: Mean

Variables	5	4	3	2	1	FX	N	Mean	Rating	Ranking	Sectoral Mean
Advertisement	42	31	2	30	24	424	129	3.29	High	2 nd	3.14
Employment agencies	45	41	1	12	30	446	129	3.45	High	1 st	
Edu. institution	39	28	2	35	25	408	129	3.16	High	3 rd	
Professional associations	24	20	3	54	28	345	129	2.67	Low	4 th	

Author’s Computation

The above table indicate that the mean value of external recruitment is acceptable but barely above average because the sectorial mean is above the average of 3.00 and this implies that advertisement, employment agencies, educational institutions, and professional associations as sources of external recruitment in Diamond Bank Plc in Abuja are acceptable but in ranking employment agencies was the 1st, advertisement was the 2nd, educational institution was third and lastly was Professional associations. This means that Diamond bank plc mainly uses employment agencies to recruit their staff and hardly used professional associations.

Table 7: Assessing Selection in Diamond Bank Branches in Abuja

Selection	SA	%	A	%	U	%	SD	%	D	%
Diamond Bank Plc usually use e-selection method	10	7.75	21	16.17	3	2.23	44	34.10	51	39.53
Diamond Bank Plc does not use Panel interview method of selection	19	14.72	23	17.82	3	2.23	55	42.63	29	22.48
Medical examination is not a selection method	11	8.52	23	17.82	5	3.87	48	37.20	42	32.55
Aptitude test is a selection method.	56	41.79	39	29.10	1	0.74	21	15.67	17	12.68

Source: Survey, 2017

Table 8: Mean

Variables	5	4	3	2	1	FX	N	Mean	Rating	Ranking	Sectorial Mean
E-selection	10	21	3	44	51	282	129	2.18	Low	4 th	2.73
Panel interview	19	23	3	55	29	335	129	2.59	Low	2 nd	
Medical examination	11	23	5	48	42	300	129	2.32	Low	3 rd	
Aptitude test	56	39	1	21	17	498	129	3.86	High	1 st	

Author’s Computation

The above table indicates that the mean value of selection was rejected because the sectorial mean was below the average of 3.00 and this implies that e-selection, panel interview, medical examination, and aptitude test in Diamond Bank Plc Abuja were rejected but in ranking aptitude test was the 1st, panel interviewed was the 2nd, medical examination was third and lastly e-selection method. This indicates that Diamond bank in Abuja mainly uses aptitude test as a method of selection and hardly uses e-selection method.

Table 9: Assessing employees’ performance in Diamond Bank Branches in Abuja

Performance	SA	%	A	%	U	%	SD	%	D	%
There is appreciable increase in the number of customers,	31	24.04	22	17.05	1	0.77	28	21.70	47	26.43
There is job satisfaction among staff of Diamond Bank Plc, Abuja	23	17.82	26	20.15	2	1.55	37	28.68	41	31.78
There is high absenteeism among staff of Diamond Bank Plc in Abuja	52	38.80	39	29.10	3	2.23	21	15.67	19	14.67
There is high employee turnover within the bank .	42	32.55	38	29.45	1	0.77	22	17.05	26	20.16

Source: Survey, 2017

Table 10: Mean

Variables	5	4	3	2	1	FX	N	Mean	Rating	Ranking	Sectoral Mean
Number of customers	31	22	1	28	47	349	129	2.71	Low	3 rd	3.12
Job satisfaction	23	26	2	37	41	340	129	2.63	Low	4 th	
Absenteeism	52	39	3	21	19	486	129	3.76	High	1 st	
Employee turnover	42	38	1	22	26	439	129	3.40	High	2 nd	

Author’s Computation

The above table indicates that the mean value of employees performance was acceptable because the sectorial mean was above the average of 3.00 and this implies that number of customers, job satisfaction, absenteeism and employee turnover in Diamond Bank Plc in Abuja were acceptable but in ranking, absenteeism ranked 1st, employee turnover was 2nd, output in terms of number of customers ranked 3rd and lastly was job satisfaction among Diamond bank staff in Abuja. This indicates high absenteeism and low job satisfaction hence the average performance for Diamond bank branches in Abuja looking at the sectorial mean.

Test of Hypotheses

4.2 Table 11 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
CS	.361	129	.087	.729	129	.810

a. Lilliefors Significance Correction

The dependent variable in the form of employees' performance is tested for normality using Kolmogorov Smirnov and it was found that Kolmogorov Smirnov is more than 1% level of significance, 5% and 10% level of significance which indicates that the data collected is normally distributed and was used to conduct this study.

4.3 Correlation Matrix

	<i>Pf</i>	<i>RE</i>	<i>SE</i>
PF	1		
RE	0.920698	1	
SE	0.958801	0.942115	1

Source: Excel, 2017

The above table indicates that there is an association between the dependent variable and the independent variable. Hence, employees' performance is positively related to recruitment (internal and external sources) and also, employees' performance is positively related to selection in Diamond Bank Plc in Abuja.

4.4 Regression Result
E-view statistical software Package, version 9.00

Dependent Variable: PF
 Method: Least Squares
 Date: 07/20/17 Time: 18:33
 Sample: 1 129
 Included observations: 129

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.549588	0.072099	7.622639	0.0000
RE	0.112458	0.035042	3.209280	0.0015
SE	0.751324	0.041517	18.09672	0.0000

R-squared	0.902902	Mean dependent var	3.99685
Adjusted R-squared	0.902283	S.D. dependent var	1.08937
S.E. of regression	0.340530	Akaike info criterion	0.69279
Sum squared resid	36.41159	Schwarz criterion	0.72833
Log likelihood	-106.8072	Hannan-Quinn criter.	0.707000
F-statistic	1459.917	Durbin-Watson stat	1.167079

Prob(F-statistic) 0.000000

Source: Data output using e-view 9.0 statistical package, 2017

Decision Rule: 1% level significance

The result also indicated that recruitment is positive and significant in enhancing the employees' performance of Diamond Bank branches in Abuja. The PF= $0.54+0.11RE$ which indicates that recruitment increased by 0.11% for every 1% increase in employee performance of Diamond Bank Plc branches in FCT, Abuja. The p-value of 0.00 is less than the t-statistic value of 3.20 and the standard error value of 0.03 is less than the t-statistic value. The selection coefficient is positive and significant in enhancing employees' performance of Diamond Bank branches in Abuja. The PF= $0.54+0.75SE$ indicates that selection increase by 0.75% for every 1% increase in performance of Diamond Bank Plc branches in FCT, Abuja. The p-value of 0.00 is less than the t-statistic value of 18.09 and the standard error value of 0.04 is less than the t-statistic value. The Coefficient of determination (r^2) of 0.90 indicates that 90% of the variation in performance can be explained by recruitment and selection in Diamond Bank Plc branches in Abuja FCT. The remaining 10% can be explained by other related factors not noted in the regression model. The f-statistic value of 1459.917 is significant at a p-value of 0.00. From the above, there is a significant relationship between recruitment/ selection and employee performance of Diamond Bank branches in FCT, Abuja. That means the null hypothesis is rejected and the alternative accepted.

Discussion of Findings

The study found out that there is a positive association between recruitment and employee performance in Diamond Bank Plc branches in Abuja and also there is a positive association between the selection and performance of Diamond Bank Plc branches in Abuja. The regression result also proved that there is a significant positive relationship between recruitment and employee performance of Diamond Bank Plc branches in Abuja and there is a significant relationship between the selection and employee performance of Diamond Bank Plc branches in Abuja. This means that if proper care is not taken during the recruitment and selection stage it is likely going to affect the performance of diamond bank branches in Abuja, this explains the low output in terms of number of customers being experienced by diamond bank branches in Abuja, The poor performance may be due to incompetence on the part of the employees which leads to high absenteeism, low job satisfaction and eventual termination of appointment by the management of the bank,

The findings are in line with the finding of Jonathan, Moses and Willis (2012). Aruna (2014), Adeyem, Dumade and Fadare (2015), Ekwoaba, Ikeije and Uforma (2015) who found that there was a significant relationship between recruitment and selection and employee performance in organisations. The study also aligns with the Resource-Based theory which states that firms

should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage.

Conclusions and Recommendations

The study concludes that the high employee turnover and low output in terms of number of customers being experienced by Diamond bank shows that their method of recruitment and selection is faulty since there is a positive association between recruitment and employees performance of Diamond Bank Plc branches in Abuja and also there is a positive association between selection and employees' performance in Diamond Bank Plc branches in Abuja. The regression result also confirmed the significant positive relationship between the two variables.

The study recommends that the management of the bank should modify their recruitment and selection methods to ensure that they get the best staff from the beginning. The aptitude test should be tailored to the job specification of the bank to ascertain the availability of skills and competence for a future job assignment.

The management should adopt the method of retraining the staff to improve their performance instead of mass termination of appointments due to nonperformance.

The management should look into their major source of external recruitment which is an employment agency to ensure there is no compromise.

References

- Adam, O. K., Stella, O., Szumbah, M. & Agasa, O. (2016). Effect of recruitment and selection on performance of the public water utilities in Tanzania. *African Journal of Education and Human Development*, 2 (1) 39-45
- Adeyemi, O. S., Dumade, E. O. & Fadare, O. M. (2015). The Influence of Recruitment and Selection on Organizational Performance. *International Journal of Advanced Academic Research - Social Sciences and Education*
- Aruna, S. G.(2014). Recruitment and Selection Practices in Manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1)
- Armstrong, M., (2009). *A Handbook of Human Resource Management Practice. (11th ed)*. London: Kogan Ltd.
- Armstrong, M., (2006). *A Handbook of Human Resource Management Practice. (10th ed)*. Great Britain: Cambridge University.

- Boxall, P. & Purcell, J., (2008). *Strategy and Human Resource Management*, Bristol: Palgrave
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993), a theory of performance, in E. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations*, San Francisco: Jossey-Bass.
- Costello, D. (2006), *Leveraging the Employee Life Cycle*, *CRM Magazine*, 10 (12), 48-48. Retrieved February 23, 2017, from Academic Search Premier Database
- El-Kot, G., & Leat, M. (2008). A survey of recruitment and selection practices in Egypt. *Contemporary Middle Eastern Issues*.
- Eze, F.C. (2002). *Human Resource Management in Nigeria. The key component*, Enugu: Makaland publication.
- Gary, D. (2005). *Human Resource Management*. Courier/ Kendallville: Pearson Prentice Hall
- Gold, J. & Bratton, J. (2007). 'Recruitment and Selection'. *Human Resource Management: Theory and practice* (4th ed),. Hampshire: Palgrave Macmillan. pp. 239–273
- Golbar, D., & Deshpande, S. P. (1997). HRM Practices of Large and Small Canadian manufacturing Firms. *Journal of Small Business Mangement*, 35(3), 30-38.
- Jovanovic, B (2004), *Selection and the Evolution of Industry*. *Econometrica*, 50(3): 649- 670.
- Jonathan, W. O., Moses, N. O. & Willis, Y. O. (2012). of Recruitment and Selection of Employees on The Performance of Small and Medium Enterprises in Kisumu Municipality, Kenya. *International Journal of Human Resource Studies*, 2(3)
- Kotler, P. & Keller, K. L. (2000). *Marketing management* (The Millennium ed.) Upper Saddle Rive, NJ Pearson Prentice Hall
- Niles, N. J. (2013). *Basic Concepts of Health Care Human Resource Management*, Jones and Bartlett, Burlington
- Ofori, D. & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises: Perspectives from Ghana, *International Journal of Business Administration*, 2 (3). 45-60.
- Rashmi T.K. (2010). *Recruitment Management*. Mumbai, IND: Himalaya Publishing House.