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# Recruitment and Selection Policy Performance in an Organization (A Case Study of N.T.A Maiduguri, Borno State)

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**Abstract:** *Recruitments and Selection policy LS an important lack of personnel management It is a function that determines who is employed and filled the vacant positions for the smooth running of the organization. The main objective of this study is to examine the recruitment and selection of policy performance in an organization, the study utilizes both primary and secondary sources of data. The primary source was collected through structured questionnaire administration on respondents of staff of N.T.A Maiduguri. N.T.A Maiduguri the recruitment, selection and placement function is not justly done because of the complex nature of the society. It is being influenced by such factors as tribalism, and nepotism. fervouritism etc. The employee of every organization serves as the engine that regulate the activities of such organization and the quality personal is such organization determine the effectiveness of the organization. However, with poor recruitment, selection and placement of workers, most organizations are not performing up to expectation the research work has identified such factors e.g. religious factors, personal Value's, first impression, tribalism, nepotism etc. The influenced the recruitment, selection and placement functions and what management should do to dominate m if the organization interest will be, considered first.*

**Key words:** *Recruitment, Selection, Policy, Performance, Organization*

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## Introduction

Recruitment and selection can play a pivotally important role in shaping an organizations effectiveness and performance if work organizations are able to acquire workers who already possess relevant knowledge, skills, and aptitude and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcome. It is often claimed that the selection of workers occurs not just to replace departing employees or add a to workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyn 2009).

Bratton & Gold (2018), differentiate the two terms while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people for employment to an organization. Selection is the process by which managers and other use specific instrument to choose from a pool of application a person or persons more likely to succeed in the jobs, given management goal and legal requirement, recruitment and selection forms a care part of the central activities underlying human resources management: namely the acquisition, development and reward of workers. It frequently form an important part of the work

of human resources managers. It is the human resources that give competitive edge and therefore should be selected carefully and development in other to achieve employees commitment (Storey 1995). However, recruitment and selection decision are often for good reason taking by non specialist, by the line manager (Coslrello, 2017).

There is, therefore, an important sense in which it is the responsibility of all managers, and where human resources department exist, it may be that human resources (HR) manager 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 millings (2010). For the human resources management (HRM). Functions to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. This most definitely the case in recruitment and selection as specialist HR manager ( or even external consultation) can be an important responsibility of up-to date knowledge and skills, for example on the important legal dimensions of this area.

By using the right selection method one can ensure that the candidate does not only has the right personality to fit into the existing organizational culture . One that "right" person has been employed, the company has to ensure that the right incentives are put in place. However, recruitment and selection is characteristics by potential difficulties and it is necessary to keep abreast of development in research in the field of construction. Research from the Chartered institute of personnel and development (CIPD, 2009) concluded that organizational should increasingly be inclusive in their employment offering as younger generations have grown up with the nation of flexibility working. While older people have an interest in flexible working as an alternative to retirement. This research work seeks to identify employee recruitment and selection practice in Nigeria.

### **Statement of Problem**

Despite all efforts made by the media to tackle the challenges facing them, especially during military government era, there are still Kinds of other problems which constitute threat to the power of disseminating information to the masses. Indeed, it seems as if to say that much has been not achieved in the area of their performance. For this reason, this research seeks to expose the extent the Nigeria media, NTA in particular is tackling the challenges and the extent they have gone in keeping the masses informed on the day to day events.

The staff quality from your hiring process all depend on the effectiveness of recruitment and selection on strategy. However, the process is often reported with unsmooth flow when employers encounter a variety of problems in both tangible and intangible forms. It may involve the cost for speeding a job advertising or the fee to improve the quality of communication between HR manager and the company leaders. One of the most common yet seriously problems in recruitment is the lack of knowledge and inside into the nature of the vacancy that you are trying to fill. In other to fixed this mistake, a organization is advertised to carry out routine job analysis for current position, complete and accurate tasks and functions that future employees need to fulfill.

### **Objectives of the Study**

The main objectives of this study are to examine the recruitment and selection of policy performance in an organization.

While the specific objective are to:

- i. Provide some little knowledge on the effect of recruitment and selection on employees and the overall organization's productivity;

- ii. Highlight the positive course of recruitment and selection and its effects in an organization; and
- iii. Find out the recruitment and selection at times is one of the instrument used in bring out the best employees to an organization.

## **LITERATURE REVIEW**

### **Conceptual Issues**

This chapter is intended to review the available literature concerning the research topic. It is an attempt to explore what other researchers proffered concerning the topic under consideration. It is the process of managing the work force and caters for employee's interest in the organization. Personnel management is also the responsibility of all those who manage people as well as those employed as specialists. Personnel management as a discipline is a specialized branch of management. The field is concerned with the development of human resources, coordination, motivation and job evaluation. For personnel management to thrive in any organized setting, be it political, economic, cultural, administrative, managing, institutional and social organization established to achieve certain defined goals of National Television Authority (NTA), they must be committed, dedicated and hard working employees.

Thus in the National Television Authority (NTA), personnel management includes training needs, salaries, wages and other incentives such as staff welfare, promotion, dismissal and trade union matters. It is the process of maintaining and improving human relationship of existing employees and management of health sector. The organization National Television Authority (NTA), operates at the level of Local, State, Federal, regional and National levels of government. Their intended collective functions are to improve organizational performance in the health sector and personal career success. The strategist who seizes opportunities over others in administration and the established department of health sector can be traced as far back as when the modern day civil service was introduced by the colonial masters; when the functions of personnel management were centralized. The personnel department has remained the bedrock of government in policy formulation, staff matters, training and manpower development, evaluation of certificate obtained by those looking for an employment in the civil service. The department is also charged with the payment of pensions and gratuity to civil servants who voluntarily or compulsorily retire from the service.

Moreover, personnel management was established and given full autonomy of service despite the fact that management takes responsibility of planning, organizing, directing, coordinating and controlling the health sector; the personnel management as a distinct field of administration, management, structural and functional in the processes of other spheres of organization in the National Television Authority (NTA). Generally, the organization of the health must be able to procure, structure, develop, compensate, integrate and maintain the right caliber of personnel to achieve great success in the health sector. In considering the significance of personnel management in the application principles administration, it is interesting to reflect that the important coordination of health sector defined system of operational functions in personnel has been recognized every time.

**RECRUITMENT:** This provides basic information about the task to be performed, the knowledge and training, physical and mental ability and industrial reference required to perform them. When the details of a job and the person required to perform the job are known, selection and placement become easy for the personnel department since there is a yardstick or standard against which applicant's suitability can be measured. In a nutshell, this is what the National

Television Authority (NTA), has looked into as far as the recruitment of personnel is concerned. The National Television Authority (NTA), with regards to the recruitment of personnel into the NTA has determine the type of personnel required for each vacant position in the organization. The determination will be spelt out on either the print or electronic media as to allow suitably qualified candidates to fill in the vacant posts; to determine how many personnel will be required for the effective operations of the organization respectively. For this to be successful, the health sector must state categorically during the planning stage, such requirements as qualification, work experience and other necessary qualities that are required for each position. Recruitment are basically the Management broad's sources of obtaining personnel. Through internal and external sources of recruitment both right men and women to fit into the various positions of the organization can be achieved. The National Television Authority (NTA).

The recruitment with regards to due process and application of principles of Federal Character Commission as contained in the 1999 Constitution of the Federal Republic of Nigeria. Furthermore, the personnel management department or human resource management is the first point of contact in the organization. It involves an elaborate process which includes drawing on a pool of qualified candidates, interviewing and testing them with the hope of selecting the most quality and promising among candidates that applied for employment. The short listed candidates should be selected carefully based on their ability, competent aptitude and individual characters. Employment procedures involve completion and submission of an application for a job, interview and aptitude tests, candidates are assessed and finally, the successful ones are absorbed and assigned respective responsibilities. At the selection interview, the constituted panel or committee in the health sector has many aspects to consider, this include the mental stability, physical fitness, professional qualifications, wages and salaries, etc.

**PLACEMENT:** After the recruitment are determined the number and types of manpower required in the organization the National Television Authority (NTA), the personnel to fill the available posts are then selected by the personnel of the health sector for recruitment screening of application, principles to be recommended by head of unit, department and sections. Employees that exhibit high sense of responsibilities are identified and adequately rewarded by promotions and other incentives in line with National Television Authority (NTA),

**PROMOTION:** Promotion is to move an employee to a job within the organization which has greater importance and usually attracts higher pay. The job has higher status and carries improved fringe benefits and more privileges. Its purpose is to improve both the utilization and motivation of an employee. In other words, every worker wants to be rewarded with promotion as a result of his/her dedication to work, achievement, hard work and overall achievement of the corporate target. After all, promotion connotes more money, authority, job security, better working conditions and less health risks. It enhances the social status of the worker both within and outside the workplace and permits use his abilities and aptitude in handling more complicated job.

**MOTIVATION:** This is an organization's established technique designed to motivate its personnel. The staff of the National Television Authority (NTA) is also motivated to undertake their functional responsibilities that are assigned to them. Motivation therefore is those things which can induce individuals to perform productively, which may include high pay, prestigious title and other professional skills.

**INDUCTION:** This is followed by the orientation and induction of the personnel selected in the health sector. Once the final selection is made and the applicant is employed, he is introduced to

his job, his fellow employees and his job environment; this is known as induction process or orienting a new employee to the organization.

**TRAINING:** The National Television Authority (NTA) trains its personnel. The process involves orientation and educating employees in the work place. The personnel training is associated with entry level of education that help to prepare employees for work to be done. At other times, a personnel training involves continuing or remedial education opportunities for long-term employees. The training of staff are devoted to the task of personnel management and training usually develop the training policies and procedures.

After recruitment, selection and induction, an employee must be trained adequately to fit into the job and the organization. It could be difficult to get an individual who is perfect and fit at the point of hiring. Training is a process by which an individual improves his skills and develop new ones and allows an employee put in his/her best. In Borno National Television Authority (NTA), personnel are trained in order to enhance efficiency and effectiveness.

**POLICIES:** The policies of National Television Authority (NTA), are planning and implementation of set objectives designed to achieve optimal utilization of health workers in compliance with laid down rules and regulations in the sector. The government or National Television Authority (NTA), ensures that accreditation requirement, adequate funding, equipment and staffing are always met to ensure adequacy of mass media delivery

**PROGRAMME:** The National Television Authority (NTA), is involved in initiating, planning and provision of health care delivery to the entire state which is part of social amenities citizens within the environment since the programme is made for growth of social services to the state should be geared towards commitment in the improvement of mass media developmental communication

**PROJECT:** The National Television Authority (NTA), planned work or structure that are designed to achieve the efficiency in line with the principles and practice responsibilities and challenges of National Television Authority (NTA), remains the vehicle for the attainment of sustainable development within the state and nation at large.

According to Aswathappa (2018), personnel management includes all activities that manager's administrators, heads of departments and units, undertake in dealing with subordinate's employees in the health sector. He further pointed out that, to be fully effective and active, functional objectives, specialist personnel functions should be integrated into the policy system of the organization in the health sector and in turn, the overall policy system of the organization incorporate the personnel principles stand. Manpower planning as function of personnel as indicated relates to strategies of acquiring, utilization, relating and the development of personnel. Bamberger (2019), content that organizations are blueprint for human activities but they do not function until people have been recruited to fulfill the specific role and provide the specific role and activities. The same principles are being applied in the health sector, information obtained from description and job satisfaction along with precise staffing standard forms the basis for determining requirement to attain the organizational objectives or goals of the health sector. Accordingly, they maintain that mere determination of manpower requirements leads us to nowhere unless and until measures are taken to locate and attract that manpower. This necessitated required recruitment which is a process to discover the sources of manpower to meet the requirement of staffing schedule and to employ effective measures for reaching adequate manpower needs to facilitate effective selection of an efficient working force in the health sector.



The personnel management recruitment process involves five (5) elements including a recruitment policy, a recruitment organization, a forecast of manpower requirement, the development of manpower resources and different techniques for utilizing these sources and method for assisting the recruitment programme. Recruitment therefore, is a vital function of personnel and forms a prerequisite to the effectiveness of organization's administration and functional purposes in the National Television Authority (NTA),

The recruitment, selection and placement, personnel management in almost every organization are facing unprecedented situation with a declining system of recruitment. As the world continues to see changes in the global economy, personnel management, staff officers and human resource managers or administrators are expected to design changes that will reflect this economic climate condition of the organization in the health sector.

These changes can only be of cultural value, politically, economically, socially and innovational in the method of employment is conditioned by the situation in the labor market today which include shortages of skilled labor force, absence of job security, high level of unemployment among unskilled intermediate staff, less technological personnel and non-availability of vacant position and this brings about social factors on the society at large

Barnett. (2019), viewed recruitment as a process of selection and placement of candidate that have been recruited either through internal or external methods. The internal factor includes the wages and salary policies, the age composition of existing working force, promotion and retirement policies, turnover rates, nature of operation involved and the kind of personnel required, etc. The external factors are the numerous cultural, economic and legal factors. This selection is the most difficult procedures of recruitment due to interests and the organizations demand with the socio-cultural factors in the developing countries and the state health sector which application principles are necessarily successful in meeting the demands of the job. It is the duty of personnel management department to ensure that both the welfare services required by law and those provided by the organization of health sector has been placed as the important role personnel officers play in motivating and getting employees give their best in a work situation.

### **Selecting the most available sources**

Inviting the apply from the prospective of bringing right people for the right position, at the right time to performed organizational activities in other to achieve the objective a recruitment strategy also clearly articulates a company's purpose or vision for the future. a well executive recruitment strategy will also align employee with the specific behavior that are encouraged in the company. It is concerned with identifying and attracting a pool of candidates to fill the organizational vacancies. Recruitment generates application or applicants for specific position to be filled in the organization. In other words, it is a process of finding and attracting capable application for employment recruitment is s positive process where a pool of prospective employees is creating and management of select the right person for the right job is from the pool. It provides a base for the selection process ends. With the receipt of applications. It is regarded as a positive process as it attracts large number of calculated that recruitment is process of searching for and securing applicants for the specific position to be filled. It specifies HR requirement through generation of a pool of candidate for organizational vacancies it identify different sources of man power recruitment process identify the following.

**Training and educational developmental:** Training relates to imparting specific skills for specific objectives, the term "education" involves the development of the whole individual

socially, intellectually and physically. Accordingly, training forms only a part of the entire educational process, the term "development" can be defined as the nature and direction of change taking place among personnel through educational and training process. The relative amount of training and educational changes depends on the nature of task and responsibility in organizational settings. However, the term "development" is not limited to managerial personnel only. Training is perceived as the organization's effort to improve an individual's role whereas development refers to organization's effort to advance in his organization and to perform additional duties. Many scholars viewed training as a source for providing knowledge and skills required to perform the job.

Training is narrow in scope and largely related to acquisition of skills while development embraces a broader scope of health sector.

These included The organization has several advantages stemming from training include performance, productivity, heightened morale, reduced supervision, reduced accidents and increased organizational stability, flexibility and productivity, efficiency and effectiveness. The process of training and development is a continuous one. Organizations which mostly spend money on training and development of personnel are usually well invested. Conclusively, it is obvious

that a business organization can increase productivity through training and development of its employees.

Factors to be considered before training

- i) The priority which the training should receive.
- ii) The kind of training to be undergone.
- iii) The objective which the training should achieve.
- iv) What resources are at one's disposal in order to achieve the training objectives.
- v) When planning training, take into consideration technological changes. Technology changes every day and there are need for people to match with the new technology.

The importance of training and development programmes are undertaken from some obvious advantages. These include the following:

Training and development provide for succession: An employee who is transferred, promoted or discharged/laid off in the health sector or state civil service or replaced or fresh hands employed to fill the vacant position. Training and development enhances job satisfaction at the health sector of the communities. If employees are properly trained to perform their job efficiently and effectively, there is an intrinsic satisfaction which they derive from a job well done and no materials or monetary incentive can be substituted for this satisfaction. Training leads to higher performance; a systematic training and development will easily be adapted to any training programme within the health sector which means instituting policies and regulations Training and development reduces accident and damages to company property caused by inefficiencies of employees. Training in both work and safety attitudes are sure ways of reducing accidents in the health sector. When an employee is adequately trained, he requires less supervision. The higher his training, the more independent he becomes. The manager or supervisor is thus left with more time to spend on planning, coordination and control in the health sector principles and these objectives should be considered before training are given:

i)Objective of the training programme: In any organization of the health sector procedures that are required to fill the training gap will be drawn in order to ensure that the objectives will be achieved.

ii)Identification of Training Programme: Systematic training management is carried out first by identifying the training needs of the organization, that is, which occupation need to be trained, whether the training is for a future development or for current weakness in the individual person, how many people need to be trained which specify and select those to be trained and which is done by carrying out an appraisal programme.

ii)Indication of Training Needs: The indication of training need is the most important variable that must be considered in order to know whether training programme will achieve its objectives. Ekhaton. (2019), posits that personnel management means different things to different people because it has been defined from so many perspectives and some scholars instead of defining it rather say what it involves because it has no universally acceptable definition. Thus, some define it as a function, some view it as involving a planning, organizing people, recruiting people so that they manifest only the desired behavior. Therefore, those who exhibit both negative and positive behaviors, it involves motivation, monetary and non-monetary incentives because people are motivated with different things, motivation is individualized and it influences a worker to put his best toward achieving organizational goals. It also involves assuming people that their wellbeing will be catered for even after retirement. It has also been seen as rules and regulations. It is also viewed as a profession. It is individuals working together in groups towards the accomplishment of common objectives. All those who are the managers of any organization must look into the entire system that will cause people to act in desired ways.

Manpower planning is one of the functional areas of personnel management, an evaluation of principles includes manpower planning. Manpower planning is the strategy for the acquisition, utilization and improvement and preservation of human resources of an organization. For an organization of the health sector to embark on recruitment, it has to set up a plan as to where to get the employees, how, when and who to employ; therefore, because manpower planning is part of organization planning, it should thus have been seen not in isolation but in the context of the health organization.

It covers more than simply planning of health sector on future manpower requirement of an organization since it hinges on all aspect of the entire communities. It is concerned with future meaning of planned and evolutionary organization structure of health sector in the state. In Nigeria, manpower is characterized by the problem of improper establishments, industrialization, organizations, civil service and the society which is largely caused by the fact that training skilled personnel was presented by the economic and industrial under-development and backwardness, limited spread of education, poorly structured educational system and absence of appropriate vocational training directed at the expenses of skilled manpower to contribute effective health sector. Within organizations, the question of who should be trained is still raised. There are problems going on with formal or informal organizations. If new employees are assigned to old employees for training purpose, hostility, communication problem, lack of systematic knowledge of learning principle may merge or if he is assigned training responsibilities with a staff expert, line management may resent his effort as interference may emerge.

According to Ejika (2019), the meaning of personnel management is used to encompass those managerial actions concerned with the acquisition and utilization of labor services by any



organization. Personnel management, like the management of any other resources, forms an element of all managerial activity because by definition, all managers achieve their objectives by organizing, directing and controlling the activities of other people usually those of their subordinates in a hierarchy of roles. All managers must ensure therefore that personnel needed are both procured from the labor market and used effectively in the services of the organization.

Ejika pointed out that the most common program and practice of personnel management include:

- i. Organization of the health sector for personnel administration in the sector transference activities of the personnel
- ii. Administration and supervision of the health sector to ensure efficient work done within organization of the health sector.
- iii. The employment of personnel in the health sector where jobs are offered to personnel that their services are demanded.
- iv. Training and employee's development has great impact in training and productivity in the organization of health sector.
- v. The wages and salary administration in the health sector is to enable personnel achieve their objectives or principles application in an organization.
- vi. The force and adjustment such as promotion and demotions within organization depending on principles that they operate.

The research and development in the organization of the health sector where funding are made for the betterment of the organization.

According to Jonah. (2018), personnel management is very useful field of study because of its diversity. In other words, its scope deal with the society, workers and owners of means of production, public organizations, private organizations and general principles of administration through working condition in terms of compensation, transfer, promotion, personnel rating employees services and other relevant procedures of the National Television Authority (NTA), Jonah (2018) posits that the principles of personnel management that are applicable to the health sector are:

- i. Principle of maximum individual development in the health sector: According to this principle, the personnel administrator should always be careful in developing the personality of each individual. Each individual differs in nature and therefore anagement should recognize their individual ability and make use of such ability.

## **RESEARCH METHODOLOGY**

### **Population of The Study**

The population of the entire staff of NTA Maiduguri.

### **Method of Data Collection**

This consisted of personal interviewers and questionnaires that were conducted with respondents in the study area. This was necessary in order to get fist band information on the issues relating to the research study, which were crucial to the realization of the aim of the project work.

## **RESULTS AND DISCUSSION**

The findings answered research questions posed in this study. Table 5 for research question 1 shows a cumulative number of expected and observed frequency or 1.8 after the whole workings. This on the other hand, the tabulated value is 7.81 while the calculated value is 1.46: Hence, this implies that the tabulated value is greater than the calculated value. Therefore,

we accept that the process of recruitment, selection and placement of staff into NTA Maiduguri is on non-merit. In addition, the number of respondent who agreed on the issue is also greater than those who disagree. For this reasons, non-adherence in recruitment leads to non-merit system during recruitment, selection and placement of staff in NTA Maiduguri. The For the findings presented in table 6 question 2 on the questionnaire, the cumulative shows the calculated value as 2.71 while the tabulated value is 7.81.

This means that a vast majority of civil servants in NTA Maiduguri strongly agreed that discrimination and favoritism has negative effect on recruitment, selection and placement in the public service. Criteria for recruitment as one of the fundamental issues in public service have overthrown by the application of nonnumeric system and other unethical behaviors in the public service.

### **Conclusion**

The calculated value is 1.46. Hence, this implies that the tabulated value is greater than the calculated value. Therefore, we accept that the process of recruitment, selection and placement of staff into NTA Maiduguri is on non-merit. In addition, the number of respondent who agreed on the issue is also greater than those who disagree. For this reasons, non-adherence in recruitment leads to non-merit system during recruitment, selection and placement of staff in NTA Maiduguri. For the findings presented in table 6 question 2 on the questionnaire, the cumulative shows the calculated value as 2.71 while the tabulated value is 7.81. This means that a vast majority of civil servants in NTA Maiduguri strongly agreed that discrimination and favoritism has negative effect on recruitment, selection and placement in the public service.

Criteria for recruitment as one of the fundamental issues in public service have been overthrown by the application of non-merit system and other Unethical behaviors in the public service. The observation from the respondents shows that appointments into Borno State public service are now given in anticipation. Unofficial method of recruitment and selection in the name of favoritism has placed public servants in predicament such that technical and merit system is no longer followed. From the questions again, the respondents agreed that mediocrity have in turn, replaced merit system which is the hallmark of public bureaucracy enunciated by Max Weber.

### **Recommendations**

1. The recommendation to be given from the major finding of the research work which will be useful in the future to manager, policy makers as well as the government and include the following. Due to poor recruitment and selection media organization i.e N.T.A Maiduguri the researcher recommend that the organization should follow proper policies and procedure of recruitment and selection for them to achieve their stated goals.
2. The Nigeria Television Maiduguri should recruit well trained that have required skills and knowledge of the expected work to be performed in order to reduce the cost of training its employees. The researcher also recommends that the management should pay the overtime to its employees and remuneration for effective employees at any given time.
3. The researcher also recommends that the organization should employed skills and competence workers in order to its goals. The Nigerian Television Authority (N.T.A) Maiduguri should recruit those that have finish degree and National Diploma (ND) with the require skills and knowledge in the area of study to reduce the cost of training and training its workers.

4. To further improved contribution of human factors, training and development will become a definite component of top corporate policy in which all employees will have an equal opportunity to be trained for the job which they are expected to perform.

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