




Staffing And Employees Performance in Nigerian Tertiary Institutions

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ABSTRACT

Background of the study: Investigating the correlation and nexus between staffing and employee performance. Staffing involves attracting more quality job-seekers and selecting the best to achieve organizational competitiveness. Resource-based View Theory and Equity Theory were adopted as frameworks.

Methodology: A cross-section correlational research design was employed. Data analysis methods ranged from frequency analysis to descriptive data analysis and multiple regression analysis. A simple random sampling technique selected 374 respondents from the academic and non-academic staff of Olabisi Onabanjo University. Primary data were collected through a questionnaire, while secondary data were collected through a review of published literature. Data were analyzed using SPSS version 25.0.

Results: Findings revealed that all independent variables have a notable positive relationship with employee performance.

Conclusions: The research recommended that other staffing practices not discussed in this research should be carried out in line with employee performance.

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Introduction

Many organisations nowadays are faced with increase competition as a result of globalization, advance in technology as well as political and economic environments and this is making many organisations to invest in upgrading the knowledge base of their employee in order to enhance their performance (Paul & Audu, 2019). This is probably why Ilesanmi, Fadeyibi & Adegoroye (2015) regarded people as the most important resource of an organisation and as such, managing this important resource is seen as the most vital aspect of managing an organisation. What this means is that organisation must make its human

resource management (HRM) to be in line with its structure because it is the only means by which the organisation can achieve its ends and targets (Paul & Audu, 2019). HRM is very challenging in Africa and particularly Nigeria due to the fact that the mode of operation is bereft with difficulties as regards the gauge of human resources (HR).

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This is so because of the many different problems such as political instability, corruption, inadequate infrastructure, bureaucracy, low level of education of and purchasing power among others (Paul & Audu, 2019). Thus, in the process of making their employees meet up with the job requirement, organisation tends to provide training in order to optimise their employee's performance. However, due to the dynamic nature of the public service in Nigeria, it operates based on rules which is only changed once in every five years in order to keep abreast of the changing trend in the society as well as provide for the future requirements of the people. This also relates to the tertiary institution in Nigeria implying that staffing more often than none is carried out in government owned tertiary institution once in every five years. In fact, staffing among the tertiary institution is based on ethnicity and not merit as most state institution such as Olabisi Onabanjo University would rather employ a person from their locality. Odor, Martins-Emesom & Bakwuye (2019) corroborated this fact when they noted that recruitment which is one of the components of staffing is carried out in Nigeria on the basis of ethnicity, religious affiliation, regionalism and other type of subjective criteria or tendencies. In fact, recruitment carried out on the basis of merit is non-existence among the academic and non-academic staff in Nigerian tertiary institution. This simply means that recruitment in the tertiary education sector in Nigeria is carried out on the basis of man-know-man (connection) from either a politician or a very well-known public figure.

Furthermore, Kim & Ployhart (2014) identifies staffing as an important HR functions for the acquisition and development of employees' knowledge, skills, abilities, or other characteristics (KSAOs). It is the way in which organisations recruit and select job-seekers with an increase rate of KSAOs generic human capital. This simply means that staffing in their opinion impact on the acquisition of generic human capital resources, which is referred to as employees. Thus, HRM is important for increasing organisational performance especially in the area of training and development as well as employee participation. However, organisational performance can only be achieved when the employees of an organisation are performing to their optimal capabilities (Pahos & Galanaki, 2019). More importantly, it is right to assume that recruitment and selection are the two phases of the staffing process. This is probably why the National University of Ireland (2006) contend to the fact that the development of the organisation relies solely on its ability to recruit and select good employees at all levels. Walker, Feild, Giles, Armenakis & Bernerth (2009) identified recruitment as the way of seeking potential job-seekers new or old in order to evaluate for vacant post within the organisation while selection begins when the right calibre of candidates are identified.

Employee performance is based on determinants such as job satisfaction, knowledge and management but there exists a connection amid training and performance. They noted that the achievement of organisational performance is dependent on achieving employee performance hence the development of training and development is valuable for the workers to develop their performances. This can only be achieved if the staffs within the organisation or tertiary institution are effective with doing their job, as such, training and development of staffs is inevitable. Thus, the provision of adequate training and development cannot be compromised if the organisation wants to sustain capable, experienced and

qualified employees within an organisation. The opposite of these according to Adeyi et al (2018) is the challenges faced among tertiary institutions in Nigeria including Olabisi Onabanjo University (OOU).

Problem Statement:

There is lack of empirical literature as regards how to best obtain maximum degree of performance from employees in tertiary institution in Nigeria (Anyalor et al., 2018). In a similar fashion, Olufemi (2009) noted that previous studies focused more on HRM practices and performance in big private sector organisations. Thus, there is vacuum in works on the connection between staffing and performance in tertiary institutions especially among universities. Dashwep (2021) on their part observe that many studies conducted across various industries in the world indicates that the ability of the organisation to choose employees that are passionate about performing their duties is based on the staffing such an organisation employs. Despite this, many organisations still exist that has not been able to identify the importance of the staffing they employ. As such, the most important means of securing loyalty, commitment and determination to maintain standard of teaching and learning is a major challenge facing the management of tertiary institution in Nigeria (Anyalor et al., 2018).

The most difficult of these challenges as to do with the inadequate teaching and research facilities, poor salary scale, unfavourable policies such as the increase in tax rate, reduction of salary and poor workers security. In fact, the lack of adequate funding of tertiary institution is said to have an adversely effects on performance of university employees. This coupled with the fact that employees' lack of trust in organisation as regards their welfare will bring about lack of commitment which affects employee performance. Thus, the poor welfare packages, poor teaching and research facilities and inadequate salary package of employees of tertiary institution in Nigeria are fundamental issues that affect employee performance in tertiary institution in Nigeria (Anyalor et al., 2018) and OOU is not an exception.

Research Objectives:

The research Objectives are as follows:

To ascertain the relationship between recruitment and employee performance.

To evaluate the relationship between selection and employee performance.

To determine the relationship between training and development and employee performance

Hypotheses of the Study:

H0₁: There is no significant relationship between recruitment and employee performance

H0₂: There is no significant relationship between selection and employee performance

H0₃: There is no significant relationship between training and development and employee performance

Literature Review

Concept of Staffing:

Nassazi (2013) defines staffing as the process that involves the hiring of needed personnel, choosing within the available pool of job seekers the person most suitable for the job in question and sometimes retrenching or firing. She noted that staffing ensures the right people are available at the right time in the right place simply because it encompasses pointing out the nature of a job and carrying out a recruitment and selection process in order to realise the needed manpower within the organisation. More so, staffing is more often than not employed in order to ensure that people are recruited, retained and placed at the right post within an organisation. This is said to be one of the objective of staffing. In fact, Odor, Martins-Emesom & Bakwuye (2019) are of the opinion of an organisation that wants to build and sustain competitive advantage in whatever industry, proper staffing remains a sine qua non.

Njine et al (2017) admits to the way that setting up manages drawing in the greatest number of exceptionally skilled occupation searchers and choosing the best so as to accomplish seriousness inside an organisation. As per them, this procedure comprises of coordinated endeavours made by the administration of an organisation so as to guarantee the usage of suffering accomplishment of organisational objectives and goals. Kim & Ployhart (2014) on their part takes note of that staffing is a significant capacity of the HR since it achieves the recruitment and improvement of employees' information, aptitudes, capacities or different qualities. All the more thus, Njine et al (2017) see that the significant issue as respects setting up inside an organisation manages the way toward recognising applicable characteristics that are vital from existing and potential job seekers that will empower a suitable match to happen among individual and occupation.

Dimensions of Staffing as Employed in this Study:

Recruitment

Recruitment according to Mugambi and Omuya (2023) is a big concern in many organisations that which to secure eligible employee for vacant post in order to be able to compete favourably. They then define recruitment as “the set of activities used to obtain the required number of qualified candidate at the right time from the right places. Walker, Feild, Giles, Armenakis & Bernerth (2009) noted that recruitment is all about the process of securing a large amount of qualified candidate for employment. They then define recruitment as the way and manner of identifying and attracting eligible job seekers both in and out of an organisation in order to evaluate them for employment purposes after which, selection sets in when the recruitment process has sort out the right candidates for the job.

Selection

Njine et al (2017) opine that an effective selection system based on modern and need-based tests is essential to affect desirable selection. However, considerable resources are needed to ensure the effectiveness of these selection tests. More so, Gamage (2014) posit that the focus of the selection process is to secure the right person for the right job and maintaining a good image as a good employer as well as keep the process of selection as cost effective as possible. Henry & Temtime (2010) supports the fact that selection is important to consider for many business-oriented organisation firstly because

organisational performance is connected directly to the people employed within it thus, implying that suitable job seekers need to be employed to bring about organisational success. Second, selection is said to be an expensive process to any organisation as such, organisation more often than not do not want to invest their time and money in hiring an unsuitable candidate. This simply means that organisation has to endeavour to get the process right the first time around due to scarce resources. Thus, selecting the suitable candidate can be a herculean task but what is important is to remember that the reputation of the organisation is projected by the people they employ (Henry & Temtime, 2010).

Recruitment and Selection as Component of Staffing Practices

Ekwoaba et al (2015) acknowledge the fact that employment process consist of two parts which are recruitment and selection but also notes that the parts are different to each other. Recruitment according to them is the first part which is all about looking for the job seekers to occupy the vacant post and stimulating them to seek for jobs within their organisation. Selection on his part consists of the series of steps which job seekers are put through in order to select the most suitable candidates to fill the vacant post. They opine that the basic purpose of recruitment is to establish a pool of qualified or skillful candidates in order to improve the chances of picking the best for the organisation, attracting a larger pool of prospective job seekers to apply in the organisation. In the same vein, selection focuses on choosing suitable worker to fill different vacant post within the organisation. Thus, the process of selection is next in line to recruitment process and it is the time the final interviewers and decision-makers makes the decision on who to employ. Furthermore, both processes according to Gamage (2014) are important functions of HRM for any type of business venture or organisation. He opines that both processes attract and choose job seekers for employment. In fact, the quality of HR in any organisation according to him is heavily dependent on the effectiveness of the two processes. Ekwoaba et al (2015) stated that both processes are matters of serious business in any organisation due to the fact that the success of the organisation or efficiency in service delivery depends on the quality of employees' recruited through the two processes. The two processes entails securing the best qualified candidate for a vacancy as such, recruitment procedures that can attract a large number of qualified job seekers joined with a reliable and valid selection system will have a huge ramification on the quality and type of skills the newly recruited employees will have.

Training and Development

Adeyi, Apansile, Okere & Okafor (2018) set that training is the systematic cycle of moving the conduct just as attitudes of the labour force in accordance with seeking after organisation objective while development is any programme normally expected at edifying managerial workers past immediate essential activities of the work yet towards the improvement of the effective performance of all managers. Training is proposed towards granting data and/or directors to propel the beneficiary's performance just as to help achieving an imperative phase of knowledge or skill. Improvement involves preparing labourers for cutting edge duties in the closest future. Development involves the utilisation of HR to intentionally change man's physical and natural environment just as the introduction of new thoughts into

the social structure to his benefits. To develop workers, they can be ready for empty higher duties inside their ability. Development tends towards improving human relations and interpersonal capacities.

Employee performance

Pahos & Galanaki (2019) put in a different definition of EP by indicating that EP comprises of scalable actions, behaviour as well as outcomes that employees engage in or bring about that are connected with and contribute to organisational goals. Jibrin-Bida & Abdul-Majid (2017) distinguish employee performance as one of the most crucial viewpoints in the investigation of HRM and hierarchical conduct and considers it to be an intricate idea that can be influenced by numerous factors which ranges from age, sexual orientation, employee acknowledgment to work fulfilment, performance evaluation procedures and undertaking types.

Relationship between Staffing Practices and Employee Performance

Beltran-Martin & Bou-Llugar (2018) notes that staffing practices contribute to increasing employees' mastery of abilities, training them for future promotion in the organisation. This is so due to the fact that it allows organisations to hire employees with the needed competences and abilities and training initiatives which contribute to enhancing the skills of current employees. This is said to corresponds to the "make" and "buy" approaches which increase the employees' KSAOs and in the long-run leads to employee performance.

Relationship between Recruitment and Employee Performance

Mugambi & Omuya (2023) in the investigation conducted on the impact of recruitment on organisational performance utilising questionnaire in surveying twenty respondents of Access Bank branch. The investigation demonstrated that advertising of vacancies to the overall population, the utilisation of employment agencies as well as employee referrals are generally the mode for recruiting likely workers. It was likewise understood that the strategy utilised in the recruiting was extremely effective. The examination utilised a small sample size which cannot be summed up to speak for the whole Access Bank employees. Furthermore, Mugambi & Omuya (2023) likewise believed that employees should all be fairly dealt with in the recruitment process and be evaluated continually to guarantee that they enhance their performance. Ekwoaba et al (2015) in an investigation of the effect of recruitment measures on organisational performance uncovered that recruitment standards have huge impact on organisation's performance that the more target the recruitment rules, the better the organisation's performance.

Relationship between Selection and Employee performance

Mugambi & Omuya (2023) in their examination on the impact of selection on organisational performance used questionnaire in surveying twenty respondents of Access Bank branch. It was understood that the strategy utilised in the selection measure was extremely effective. The examination utilised a small sample size which cannot be summed up to speak for the whole Access Bank employees. The outcome of the study by Mugambi & Omuya (2023) believed that employees should all be fairly dealt with in the selection process and be evaluated continually to guarantee that they enhance their performance. Gamage

(2014) believe that accessible proof shows that there is a positive and critical connection between selection and the performance of an enterprise. Ekwoaba et al (2015) in an examination of the effect of selection measures on organisational performance uncovered that selection standards have huge impact on organisation's performance that the more target the selection rules, the better the organisation's performance.

Relationship between Training and Development and Employee Performance

Adeyi et al (2018) states that employee performance depends on determinants like employment fulfilment, knowledge and management however there exist a connection between training and performance. This communicates that employee performance is imperative for advancing performance of the organisation thus training and development are significant for the employees to build up their performances. This can be conceivable if the workers are effective on their work; subsequently, training and development of employees are unavoidable. Additionally, to support skilled, experienced and qualified employees in an organisation, provision of adequate training and development programme cannot be undermined. These difficulties depict the sector's desperate need of profoundly talented workers that are up to the current difficulties. It is very difficult for employees to execute their capacities with no pre-training. Training is fundamental for employee development and this empowers inevitable skills of the labour force, decreased operational consumption, limits liabilities and moving objectives alongside goals. Trained employees work in a way that is better than beginner and unpractised ones. Thus, it is basic for all organisations to train its workforce to meet the corporate objectives of the business. Training and development and on-the-job training significantly affect organisational performance.

Theoretical Underpinning:

This study is underpinned and rests on the “Resource Based View Theory and Equity Theory” respectively.

Resource Based View Theory:

The hypothesis Resource Based View was propounded by Barney (1991) and it keep up the way that maintainable upper hand is achievable when association have a human asset pool which cannot be recreated or subbed by rival association. The hypothesis expresses that an association ought to normally assess their workforce so as to guarantee they have the ideal individuals with the correct aptitudes in the correct places along these lines guaranteeing supported upper hand. On the off chance that this is not reachable, Barney (2001) opines that organisations should compensate for the deficit by utilising proper recruitment and selection rules. The hypothesis specifies that the significant piece of any association's quality or shortcoming is from the bore of the individuals utilised and the nature of their working connections. Accordingly, Boxall (1998) claims that organisations which recruit and hold excellent people have the capacity of producing human capital bit of leeway.

Equity Theory:

This hypothesis is said to have been propounded by Nishii & Leroy (2022) and it carefully manages the rule of decency. In accordance with this standard, the hypothesis specifies that the best enlistment and determination rules in the organisation are what extend the organisation as the Equal Opportunity Employer. Connecting with genuine specialists is a major test to the organisation particularly in the zone of recruiting and selecting workers that has the correct accreditations to enable the organisation to accomplish its objectives and items (Deshpande & Golhar, 1994; Priyanath, 2006). In the assessment of Priyanath (2006) the issue is exacerbated by the helpless degree of methodical technique for recruiting and selecting employees. Gamage (2014) characterises an orderly recruitment as a procedure that includes identifying opening, work examination, expected set of responsibilities, individual particular and promoting. In lieu of the casual procedure of recruiting and selecting employees, a deliberate determination process include the selecting procedure, gathering data about qualified candidates, assessing the capability of every candidate and settling on choices about work (Gamage, 2014).

Conceptual Framework:

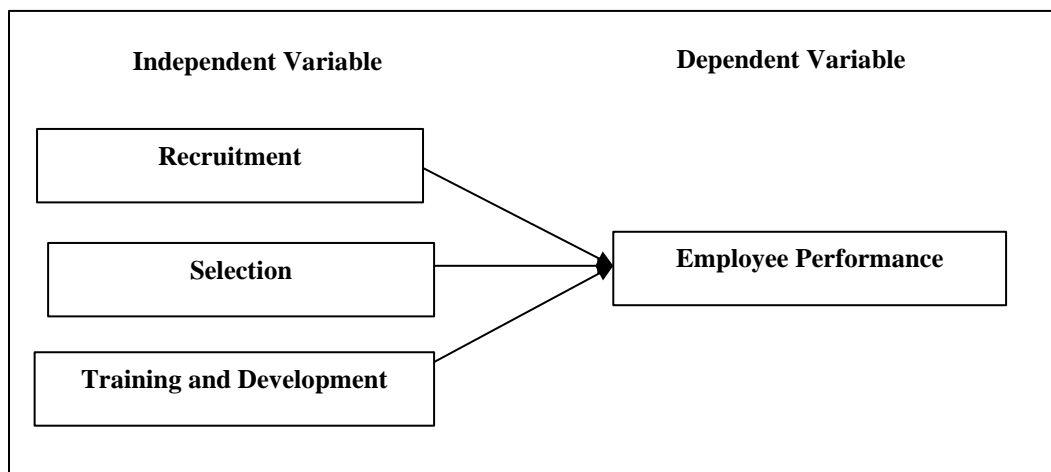


Fig 1: Conceptual Framework
 Source: Researchers Schematic model, (2023)

The displayed conceptual framework in its entirety showing that the conditions necessary and required to bring about optimal employee performance are related to the independent variables in this study which include recruitment, selection and training and development.

Methodology

The focal point of having research methodology is to gather the needed information for the research and in the process retrieved answers to the research question as well as information to aid the decision process. This research paper is carried out solely for the purpose of examining the variables on staffing and employee performance: a case in Olabisi Onabanjo University O.O.U).

Research Design:

The research adopted a cross sectional correlational study method as the research design. Cross sectional correlational study according to Lau (2017) is a kind of study that focus on examining the differences in the characteristics of a population depending on whether or not its subjects have been exposed to an event of interest in the naturalistic setting. This method is employed simply because the study aims to determine the relationship between staffing (recruitment, selection and training and development) and employee performance and cross sectional correlational study is employed simply because it is used to make inferences as regards possible relationship or to put together preliminary information to support further research and experimentation. So, it aided the study in determining the relationship between staffing and employee performance in Olabisi Onabanjo University (O.O.U).

Population and Sample Size:

The population for this study comprises of the entire staff of Olabisi Onabanjo University which is give or take 1,619 employees. It is important to note that the 1,619 employees consist of the academic and non-academic staff and the sampling frame in this study is invariably the employees of O.O.U. The population in O.O.U was 1,619 as obtained from the Vice Chancellor's Desk.

Sampling Technique:

Sampling technique employed in this study is probability sampling technique due to the fact that the respondents were chosen based on probabilistic consideration.

Research Instrument:

Questionnaire is the instrument of research that is employ in this research work. This is divided into two sections of A and B with the former containing the bio-data of respondents which is meant to make available the personal data of the respondents. More so, it generated information on the respondents' ethnicity, educational qualification, marital status, cadre and length of years in service. The second part of questionnaire investigates the relationship between staffing which include recruitment, selection and training and development as independent variables and employee performance (dependent variable) in O.O.U using a five-point Likert scale. The rating given is as follows: 5 strongly agree; 4 Agree; 3 strongly disagree, 2 disagree and 1 not sure.

Data Collection:

Data collected from both the primary and secondary source were analysed quantitatively. The primary source was gathered through the use of questionnaire distributed to both the academic and non-academic staff of OOU via electronic means. The secondary data which include information from the internet, journal articles, textbooks, newspapers and magazines were analysed and reviewed along with that of the primary data in order to identify the silent themes in the data in line with the research problem under investigation and the objectives of the study.

Data Analysis:

This section is one of the vital area of the research due to the fact that it helps the researcher indicate the result of the research. As such, the study employed the use of Statistical Package for Social Science (SPSS) Version 2.5 In line with this, the study employed descriptive, reliability, correlation and multiple regressions.

Findings and Analysis

This section presented the findings and analysis for the research which was derived from the questionnaires that has been distributed and collected. The chapter also shows the different analysis for the research such as frequency analysis, reliability analysis, factor analysis and correlational analysis among others. The result of these analyses will detect the relationship that exist between dependent variable which is employee performance, independent variable which is staffing that consists of recruitment, selection as well as training and development.

Variables/Construct	Frequency	Percentage
Tribe		
Hausa	26	7.5%
Yoruba	285	81.9%
Igbo	37	10.6%
Educational Programme		
OND/NCE	2	0.6%
HND/BA/B.Sc	45	12.9%
Masters/M.Phil	129	36.9%
Ph.D	173	49.4%
Others	1	0.3%
Marital Status		
Single	29	8.6%
Married	265	78.4%
Divorced	13	3.8.%
Separated	2	0.6%
Widowed	29	8.6%
Length of Service		
Less than 2 years	19	5.4%
3-10 years	133	38.1%

10-20 years	138	39.5%
20-30 years	40	11.5%
30 and above years	19	5.4%

Table 1: Frequency Analysis for Demographic Profiling

This table above presented analysis about the demographic characteristics of the respondents found in section A of the questionnaire. This gives details such as marital status, ethnicity, educational level, length of service. The socio-demographic data of respondents is tabulated in table 1 below which cover the section A of the questionnaire. Based on the table, the majority of the respondents belong with Yoruba 81.9%, Igbo 10.6% and Hausa 7.5% respectively. This is so because the Yoruba are the dominant tribe in Ogun State where OOU is located and more often than not, the dominant group in each state get the largest share of public post available in the state. This is in line with the work of Odor, Martins-Emeson & Bakwuye which stipulate that recruitment in Nigeria is based ethnicity, religious background and other form of subjective criteria or tendencies. The table also shows the distribution of the respondents by level of education and based on this, the largest distribution was Ph.D holders with 49.4% of the respondents. This was followed by Masters/M.Phil holders with 36.9%, HND/BA/B.Sc holders with 12.9% and finally OND/NCE holders with 0.6% of the respondents. This shows that all respondents are highly qualified. Next on the demographic table is marital status and this shows that large percentage of the respondents are married with 78.4%, single with 8.6%, widowed with 8.6%, divorced with 3.8% while 0.6% of the respondents are separated. Furthermore, on the demographic table is the length of service of the respondents which indicates that 39.5% of the respondents have spent between 10-20 years of service in OOU, 38.1% between 3-10 years, 11.5% between 20-30 years of service, while the least are those that have spent less than 2 years and 30 years and above with 5.4% respectively.

Hypotheses Testing:

This section of the section intends to justify the workings of the research framework and in the process provides an extension to the existing body of literature. This is made possible because the chapter will apply and relate the results achieved from the regression analysis to the entire hypothesis in this research. In the end, the hypotheses would ensure the workability of the framework and extending the existing literature.

Model	R	R Square	Adjusted R Square	Std. Error
1	.308 ^a	.948	.950	.18642

Table 2: Model Summary

a. Predictors (Constant): Recruitment, Selection, Training and Development

H1: There is significant relationship between recruitment and employee Performance.

Main Objectives

To examine staffing and employee performance: a case in OOU

In reference to the main objective which entails the examination of staffing and employee performance: a case in OOU. It has been discovered that 94.8% of variation in employee performance can be explained by the combination of independent variable that includes recruitment, selection, training and development. Meanwhile, the other 5.2% can be explained by other factors that are not included and exist in this research. There are evidences of the relationship between staffing and employee performance. Staffing is said to have the ability to and motivate employees to be creative which bears a positively relatable impact on employee performance (Njine et al., 2017). Previous research finds the relationship between staffing practices and employee performance to be positive. According to Beltran-Martin & Bou-Llusar (2018) staffing practices contribute to increasing employees' mastery of abilities, training them for future promotion in the organisation. It founds that there is a strong positive relationship staffing practices and employee performance (Pahos & Galanaki, 2019).

The above-mentioned hypothesis states that there is correlation between independent variable and dependent variable and this suggest that there is relationship between recruitment and employee performance. Njine et al (2017) opine that staffing has been found to affect both the ability to and the motivation for employees to be creative, which are positively related to employee performance. Ekwoaba et al (2015) also noted that recruitments is an important staffing practices in organisations due to the fact that it attract qualified candidates in sufficient numbers and on a timely basis in order to fill vacant post. However, the findings of this research indicate that there is relationship between recruitment and employee performance because the variables show ($\beta = 0.34$, $p = 0.00$) which indicate that the relationship between the variables is significant and strong. It can be concluded that H1 is supported and this implies that there is significant positive relationship between recruitment and employee performance.

H2: There is significant relationship between selection and employee Performance.

The above-mentioned hypothesis states that there is correlation between independent variable and dependent variable and this suggest the possibility that selection and employee performance have a positive relationship. As already stated, Pahos & Galanaki (2019) which discussed the relationship between staffing practice and employee performance by appraising the work of Korff et al (2017) that drew on social exchange just to determine the effects of HRM practices on individual-level outcomes by introducing two distinct HRM practice bundles; growth-enhancing and maintenance-enhancing bundles where it concluded that there is relationship between staffing practices and work outcomes and as such, impacted positively on employee performance. This research discovers that there is correlation between selection and employee performance because the variables show ($\beta = 0.171$, $p = 0.161$) which indicate that the relationship between the variables is significant and strong. It can be concluded that H2 is supported and this implies that there is significant positive relationship between selection and employee performance.

H3: There is significant relationship between training and development and employee Performance.

The above hypothesis stipulates that there is correlation between independent variable (training and development) and dependent variable (employee performance) thus, meaning that training and development and employee performance are significantly related. This research discovers that the correlation between training and development, and employee performance can either be positive or negative. Also, Paul & Audu (2019) reports that there is a positive correlation between effective training programme and employee productivity. In fact, they found that the frequency of training and development received has an impact on business performance. This simply means that training of employees' by the organisation brings about employee development as well as aiding the organisation to fully make use of their HR in favour of acquiring competitive advantage. Mondy & Mondy (2014) maintain the fact that training and development is a continuous process of making available means of improving knowledge and skills needed to perform the duty at work and is targeted at improving the capability of the worker as well as organisational performance. However, the findings of this research indicate that there is relationship between recruitment and employee performance because the variables show ($\beta = 0.242$, $p = 0.000$) which indicate that the relationship between the variables is significant and strong. This simply means that training and development positively contribute to the growth of the organisation. Thus, H3 is supported and it means that there is significant positive relationship between training and development and employee performance.

It is important to note that the result of the test of hypotheses is supported the theory of Research base theory which stipulates that big organisations benefit from the availability of resources compared to their counterpart that is smaller and constrained by lack of resources. This is due to the fact that smaller organisation makes less use of staffing in relation to big organisation. What this implies is that they make less use of formalised recruitment and selection process as well as providing less training to their employees and as such, are less likely to use performance review on their employees Wright & McMahan (2011). On the other hand, Equity theory notes that employing the best staffing rules within an organisation extend such an organisation as the Equal Opportunity Employer. As such a deliberate selection process include the selecting procedure, gathering data about qualified candidates, assessing the capability of every candidate and settling on choices about work and all these beers on employee performance (Gamage, 2014).

Conclusion

The positive connection among staffing and employee performance shows that recruitment and selection practices can be an effective speculation for organisations as it improves singular performance, by acquainting with the association people of high capacity and inspiration and by giving to them the occasion to perform. In addition, drawing on social trade hypothesis, as employees get positive treatment through the execution of recruiting practices, they reimburse the association by being gainful in their work. Further, staffing is compelling in diminishing data lopsidedness for the business, along these lines permitting recruiting employees who accomplish more elevated levels of performance. Further, staffing

expands performance by supporting a performance-situated hierarchical culture. Characteristically, when employees see that their association executes a staffing practice which is reasonable and doesn't separate in the recruitment and selection measure, they will perform better. This is the after-effect of a flagging impact: staffing passes on to all, paying little mind to their interest in the staffing cycle, that the organisation esteems performance and results. This cultivates a culture of transparency and reasonable play which energizes exertion and individual performance.

Repudiating most of the customary exploration discoveries on the connection between staffing practices and employee performance, this examination affirmed a positive effect employee performance. Pahos & Galanaki (2019) has endeavoured to clarify this wonder guaranteeing that more seasoned individuals who stay in the labour force are probably going to be emphatically chosen and have better than the individuals who leave. This impact has been more than once talked about in investigations of the profits of theoretical resources, (for example, human resources), which show enduring beneficial outcomes on business results - impacts that are not dependent upon deterioration similarly as substantial resources. In contrast to the discoveries of Pahos & Galanaki (2019), who did not locate a directing impact old enough on the connection among staffing and employee performance, the current examination proposes a separated and-unforeseen effect of staffing practices on employee performance. The outcomes are as per flagging and lopsidedness data speculations, which expect that the staffing practice is a cycle that includes two gatherings, to be specific the business and employee. The negative directing impact old enough to the connection among staffing and employee performance supports our unique speculation that as an employee develops more established, he/she is more capable and engaged with the recruitment and selection measure. Accordingly, a lower entertainer more established candidate may 'deceive' the likely business and be offered the opening without fundamentally satisfying all the prerequisites for the job.

Recommendations

Based on the outcome of the study, the researchers recommended as follows:

1. Recruitment and selection are centre HR the board capacities and should be skillfully handled by specialists in the field of HR.
2. Recruitment should be made to adjust to the most recent innovations whereby one can apply on the web, by filling on the web application structures.
3. In expansion, the constructive outcome old enough on representative execution adds to the excusal of the overarching generalisation with respect to more seasoned and more youthful workers.
4. The negative directing impact old enough on the connection among staffing and representative execution shows the requirement for centered practices that appeal to a maturing labour force.
5. Having set up that training and development is emphatically essentially identified with authoritative execution, organisations ought to constantly uphold training and development and additionally energise individual and aggregate training.
6. Most worker development happens through professional adventures. Development is destined to happen when there is a confuse between the worker's abilities and past encounters, and the aptitudes needed for the work.

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