HUMAN RESOURCES RECRUITMENT AND ORGANISATIONAL COMPETITIVENESS

BY

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BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT, PLATEAU STATE POLYTECHNIC BARKIN LADI, IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF HIGHER NATIONAL DIPLOMA IN BUSINESS ADMINISTRATION AND MANAGEMENT

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APPROVAL

This research project has been read and approved by the undersigned persons in partial fulfillment of the requirement for an Award of Higher National Diploma in Business Administration and Management, Plateau State Polytechnic Barkin Ladi

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DEDICATION

I dedicate this project work to God

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ABSTRACT

This study examined the effect of human resources recruitment on organizational competitiveness, using a sample size of 172 respondents drawn from selected organizations. The primary objective was to assess how effective recruitment practices influence employee quality, productivity, innovation, and the overall competitive advantage of organizations in a dynamic business environment. The study adopted a survey research design, employing a structured questionnaire as the main instrument for data collection. Data gathered were analyzed using the Statistical Package for the Social Sciences (SPSS), where both descriptive and inferential statistics were utilized. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize respondents' demographic characteristics and perceptions, while inferential tools such as correlation and regression analyses were employed to test the formulated hypotheses. Findings from the SPSS analysis revealed that effective recruitment and selection strategies have a significant positive relationship with organizational competitiveness. Specifically, the study found that transparent recruitment processes, merit-based selection, and the alignment of employee capabilities with organizational goals enhance performance, innovation, and market responsiveness. The results further showed that organizations that invest in rigorous recruitment planning, skill-based assessments, and continuous evaluation of recruitment outcomes tend to enjoy higher employee retention rates and sustainable competitive advantage. The study concluded that recruitment is not merely an administrative procedure but a strategic function that directly impacts an organization's ability to compete successfully in its industry. It recommended that management should adopt evidence-based recruitment techniques, integrate technology in the hiring process, and ensure that recruitment decisions are guided by data and organizational needs rather than personal biases. Finally, the study suggested that future research could expand the scope to other human resource management dimensions such as training, performance appraisal, and compensation to better understand their combined effect on organizational competitiveness.

Keywords: Human Resources, Recruitment, Organizational Competitiveness, SPSS, Employee Selection, Strategic HRM.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In today's dynamic global business environment, the role of human resource recruitment has become pivotal in shaping organizational competitiveness. Effective recruitment strategies ensure that organizations attract, select, and retain top talent who drive innovation, efficiency, and long-term sustainability. Globally, firms that invest in strategic human resource practices outperform competitors by aligning their recruitment processes with overall business objectives (Robinson, 2020). As labor markets become more competitive, organizations must develop recruitment systems that are not only inclusive and timely but also designed to adapt to changing workforce demands. Strategic recruitment thus serves as a foundation for enhancing employee quality, reducing turnover, and gaining a competitive advantage in an increasingly knowledge-based economy.

Over the decades, organizations' economic development, performance, profitability and competitiveness had been relying on employees' performance, skills and knowledge while carrying out their jobs. In Nigeria, employee performance is also a pillar to organizational performance and competitiveness. Worldwide, some organizations had been suffering from loss, bankruptcy, cease or early termination due to poor performance of their employees and themselves as well. Some Nigeria government or private companies had also experienced this problem. In order to make an organization successful and well-performed, there should be a proper way of recruiting and retaining the right person, in the right place, at the right time, and doing the right job. Shall it be successfully done, then it is an Effective recruitment. This contributes to the performance and competitiveness of the organization in various ways. This study aimed to gather the analytical baseline data on the role of effective

recruitment towards organizational performance and competitiveness, to know what is effective recruitment and how does it affect organizational performances and competitiveness, to show steps, types, and sources of recruitment that may lead to organizational performance and competitiveness, and to identify the challenges faced by organizations in an effective staff recruitment to achieve organizational performance and competitiveness. Recruitment and selection practices are the fulcrum in which all Human Resource Management functions operate. Without the right staff, selected using the right methods, none of the other functions will operate successfully. Therefore, it is crucial that Human Resource professionals, frontline, middle and senior managers, and Human Resource consultants to continuously analyze and refine their recruitment and selection systems and competencies to ensure their effectiveness in providing the organizations with the best employees concerning their qualifications, competencies, and work behaviors.

In the dynamic and highly competitive global business environment, organizations are increasingly recognizing the vital role that effective recruitment plays in shaping organizational performance and maintaining a competitive edge. Recruitment, as a core function of human resource management, directly influences an organization's ability to attract, select, and retain the right talent—individuals whose skills, values, and goals align with those of the organization. The strategic alignment of recruitment practices with organizational objectives is now viewed not just as an administrative task, but as a critical determinant of long-term sustainability and growth.

Chen et al. (2022) argue that effective recruitment strategies significantly impact an organization’s ability to compete in the marketplace. Their study highlights that organizations that employ structured, merit-based, and technology-driven recruitment processes are more likely to hire employees who drive innovation, enhance

productivity, and contribute meaningfully to the achievement of corporate goals. The authors emphasize that recruitment is no longer merely about filling vacancies but about acquiring human capital that can foster organizational adaptability and responsiveness in a volatile business landscape.

Human resource recruitment, when effectively implemented, enables firms to attract individuals with high potential, specialized expertise, and strong cultural fit. These individuals bring with them fresh perspectives and are often instrumental in achieving operational efficiency and strategic alignment. According to Zhang, L. **(**2022**)**, the integration of analytics, employer branding, and competency-based hiring has become central to achieving effective recruitment outcomes that support competitiveness.

Organizational competitiveness is increasingly being driven by intangible assets, particularly human capital. In this context, effective recruitment contributes not only to short-term performance-such as increased employee output and reduced turnover-but also to long-term strategic advantage. Talent acquisition strategies that align with market trends and organizational culture help in building a workforce capable of meeting both current and future challenges. Wang, J. **(**2022) reinforce this by showing that firms with robust recruitment frameworks experience higher innovation levels, stronger employee engagement, and improved market performance.

Patel and Johnson (2021) assert that the modern practice of human resource management transcends administrative functions to include strategic planning, workforce analysis, talent acquisition, and continuous engagement of employees for optimal performance. Their study emphasized that recruitment, when properly aligned with organizational strategy, contributes directly to competitiveness by attracting skilled, innovative, and adaptable employees. In essence, the organization's ability to

compete in the marketplace is influenced significantly by how well it can attract and retain high-performing individuals.

The authors further noted that traditional recruitment practices that focus solely on academic qualifications or experience are becoming obsolete. In their place, forward-thinking organizations are adopting data-driven and competency-based recruitment strategies that are better suited to the fast-changing demands of modern business operations. These new approaches not only enhance employee fit but also improve organizational responsiveness and agility.

Moreover, the global shift towards knowledge-based economies means that the competition for talent is stiffer than ever. In such a context, HRM practices particularly recruitment strategiesmust be intentionally designed to position organizations as employers of choice. This includes branding, use of digital recruitment platforms, inclusive hiring, and timely onboarding processes. Patel and Johnson (2021) emphasize that companies that view recruitment as a strategic priority tend to experience better organizational performance, higher employee commitment, and a more innovative workplace culture all of which are essential components of long-term competitiveness.

One of the most strategic avenues through which this is achieved is through effective human resource management (HRM). According to Ahmed and Kumar (2023), HRM is an pivotal role in aligning human capital with the strategic goals of the organization, thereby enhancing overall productivity, innovation, and long-term competitiveness.

Human resource management encompasses a wide range of functions, but among the most crucial is recruitment the process of attracting, selecting, and retaining the right talent. Effective recruitment strategies ensure that organizations acquire individuals with the necessary skills, experiences, and cultural fit to drive performance and innovation. Ahmed and Kumar (2023) emphasize that when recruitment is strategically

aligned with organizational goals, it contributes directly to building a strong workforce capable of responding to market challenges and leveraging emerging opportunities.

Recruitment is no longer a passive administrative task but a strategic function that affects an organization's ability to adapt, innovate, and grow. The quality of recruitment decisions determines not only the current performance but also the future readiness of an organization. In line with this, Ahmed and Kumar (2023) argue that organizations that invest in modern recruitment technologies, data-driven selection processes, and employer branding are more likely to attract high-caliber candidates and retain them, thereby gaining a sustainable competitive advantage.

Furthermore, in the era of globalization and digital transformation, the competition for top talent has intensified. Organizations that can recruit and develop talent efficiently stand a better chance of outperforming competitors. Human resource recruitment, when executed effectively, enhances the organization's adaptability, knowledge base, and operational resilience, all of which are crucial drivers of organizational competitiveness.

1.2 Statement of the Problem

This study was initiated to know the cause of poor organizational performance and competitiveness of several organizations whether or not it was due to recruitment process. Most organizations face constant change in their competitive business environment and need to find ways of maintaining a competitive advantage over rivals. One way of doing this is to build up the organization's core competencies. These competencies comprise the organization's business strengths. They are the resources that managers use to counter threats from competitors and to help them to take advantage of any arising opportunities. Although organizations use many physical resources, their most important is often Human Resources (HR). This is particularly

important for reputable organizations to have highly skilled workforce in order to maintain high quality output.

1.3 Research Questions

1. To what extent does the quality of the recruitment process influence organization competitiveness?
2. How does the adoption of recruitment technology impact recruitment competitiveness in organizations?
3. To what extent does recruitment cost efficiency affect organization competitiveness?

1.3 objective of the study

The main objective is the Human Resources Recruitment and Organisational Competitiveness

i. To examine the recruitment process quality of organization competitiveness
ii. to identify recruitment technology adoption firm's performance
iii. To examine the recruitment cost efficiency on organization performance

1.5 Research Hypothesis

H_1: There is significant relationship between recruitment process quality and firm performance.

H_2: Recruitment technology adoption significantly influences recruitment performance.

H_3: Recruitment cost efficiency has a significant effect on organizational performance.

1.6 Significance of the Study

The significance of this study on human resource recruitment and organizational competitiveness can be examined under three primary lenses: theoretical, methodological, and practical significance.

Policy Significance

This study contributes to the growing body of literature on the strategic role of human resource management (HRM) in enhancing organizational competitiveness. It builds

upon the Resource-Based View (RBV) theory which posits that human capital is a key source of sustained competitive advantage. By linking recruitment strategies to organizational performance outcomes, this study deepens the understanding of how acquiring the right talent is foundational to innovation, efficiency, and long-term success.

Furthermore, it enriches existing theoretical frameworks by exploring the dynamics of talent attraction, selection mechanisms, and the alignment between recruitment policies and corporate strategy. This theoretical contribution aids academics in refining models that explain the HRM-performance nexus

Methodological Significance

Methodologically, the study introduces a robust approach to assessing recruitment effectiveness through both qualitative and quantitative lenses. It employs structured surveys, interviews, and performance data to measure how recruitment practices correlate with key performance indicators (KPIs) such as employee productivity, retention rates, and market competitiveness.

This multi-method approach provides a replicable model for future research, particularly in contexts where data on HR strategies and outcomes are fragmented. By incorporating variables such as industry type, firm size, and recruitment channels, the study also adds nuance to existing methodologies, enhancing the precision and generalizability of findings.

Practical Significance

Practically, the findings of this research are beneficial to HR practitioners, business leaders, and policymakers. Effective recruitment strategies are crucial for attracting top talent, reducing turnover, and building a high-performing workforce. Insights from this

study offer actionable recommendations for optimizing recruitment processes, including employer branding, technology integration, and competency-based hiring.

Organizations can use the study's recommendations to align their HR practices with strategic goals, thus improving adaptability, innovation, and market responsiveness. Moreover, policymakers can use the findings to support workforce development policies and labor market reforms that enhance national competitiveness.

1.7 scope and delimitation of the study

The researcher has a wide coverage in mind, which includes organization of all sort such as academic institution as well as profitable organization. For this research, the researcher would limit the scope to Nasco group of companies Jos

1.8 **Definition of Terms**

Human Resource Recruitment: Human resource recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and onboarding employees. It is a strategic function of HRM aimed at sourcing the best talent to meet organizational needs. recruitment as the series of activities undertaken by the HR function to ensure that the organization attracts and retains the right talent capable of delivering on business objectives.

Recruitment Process: The recruitment process involves stages such as job analysis, sourcing candidates, screening applications, interviewing, and selection. This process ensures the right fit between the job and the candidate. the recruitment process "provides a pool of qualified applicants from which the best candidate can be selected for employment."

Recruitment Strategies**:** These are deliberate plans and tactics used by organizations to attract, screen, and select suitable candidates. They include internal recruitment, online job portals, social media, campus drives, and the use of recruitment agencies. As

effective recruitment strategies significantly influence an organization's productivity and competitive advantage.

Organizational Competitiveness: Organizational competitiveness refers to a company's ability to maintain a sustainable edge over its competitors in the marketplace through superior performance, innovation, customer satisfaction, and efficient use of resources. organizational competitiveness is "the capacity of an organization to deliver products and services more effectively and efficiently than its competitors."

Talent Management: Talent management is the strategic approach to attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future organizational needs. it as "activities and processes that involve the systematic attraction, identification, development, engagement, retention, and deployment of those individuals who are of particular value to an organization."

Strategic Human Resource Management (SHRM**):** SHRM refers to proactive management of people and aligning HR strategies with long-term business goals to gain a competitive edge. "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals."

Competitive Advantage: Competitive advantage is the attribute that allows an organization to outperform its competitors. It can be achieved through cost leadership, differentiation, or a focus strategy. his Resource-Based View (RBV), posits that human resources are valuable, rare, inimitable, and non-substitutable resources that can provide sustained competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Human resources recruitment is a critical function in every organization, serving as the gateway through which talent is identified, attracted, and integrated into the workforce. In today's dynamic and highly competitive business environment, the ability of an organization to recruit the right talent directly influences its innovation, productivity, and overall competitiveness. Effective recruitment strategies ensure that organizations not only fill vacant positions but also gain a strategic advantage through skilled and motivated personnel. As Robinson (2020) points out, competitive organizations are those that align their recruitment practices with long-term goals, ensuring the workforce can meet present and future challenges

2.2 Conceptual Review

2.2.1 Concept of Human resource Recruitment

Human resource (HR) recruitment refers to the strategic process of identifying, attracting, screening, and selecting suitable candidates to fill organizational job vacancies in a timely and cost-effective manner. Obi 2019, It serves as the foundational step in building a competent and high-performing workforce that aligns with an organization's mission, values, and strategic objectives. Recruitment is not merely about filling positions but ensuring that the right individuals those whose skills, experiences, and aspirations align with organizational goals are integrated into the company for optimal performance and long-term growth.

According to Obi and Nwachukwu (2021)**,** recruitment is a "deliberate and systematic effort employed by human resource professionals to search for and secure the best talent available, using a variety of internal and external methods." The authors emphasize that

effective recruitment directly influences employee productivity and organizational competitiveness.

In the view of Ahmed and Bello (2020)**,** recruitment is a continuous HR activity that forms a bridge between the labor market and the organization, shaping the human capital and ensuring that workforce demands are met with the right quality and quantity of personnel. The authors argue that recruitment is evolving, especially with the integration of technology, artificial intelligence, and data analytics in decision-making processes.

Johnson and Musa (2022) describe recruitment as an adaptive and dynamic HR function, shaped by environmental factors such as globalization, technology, and workforce demographics. They assert that recruitment today involves employer branding, candidate experience, and talent pipeline management, going beyond traditional advertising and selection.

Furthermore, Ibrahim and Okoro (2023) view recruitment as a "multi-stage process that encompasses workforce planning, job analysis, sourcing, screening, interviewing, and onboarding." They highlight that recruitment is no longer a reactive HR practice but a proactive tool for talent acquisition, organizational sustainability, and competitive advantage in a globalized labor economy.

From a strategic perspective, Adeyemi and Ojo (2024) argue that recruitment is a central component of human resource management (HRM) that must be aligned with organizational strategy to ensure cultural fit and the long-term retention of employees. They point out that poor recruitment practices often result in high turnover, low morale, and reduced productivity.

human resource recruitment in the contemporary era has transcended its traditional function to become a core strategic activity within HRM. It is a process rooted in

planning and alignment with business needs, shaped by digital transformation, and focused on attracting diverse and capable talent to sustain organizational success.

2.2.2 Concept of Organizational Competitiveness

Organizational competitiveness refers to the ability of a company or institution to maintain and improve its market position, operational performance, and value creation capacity in a dynamic and increasingly globalized business environment. It encompasses the strategic, operational, and adaptive capabilities of an organization to outperform its rivals, innovate, attract customers, and deliver sustainable value to stakeholders.

According to Smith and Lee (2021), organizational competitiveness is defined as "the sustained capacity of an organization to leverage its internal resources and external market opportunities to achieve superior performance outcomes, driven by innovation, strategic agility, and human capital strength." They further argue that competitiveness in today's knowledge-driven economy relies heavily on the organization's ability to adapt to rapid changes in technology, customer preferences, and global market trends.

In a broader perspective, Kumar and Adewale (2020) describe organizational competitiveness as the result of integrated efforts in strategic planning, resource optimization, technological adoption, and workforce efficiency that enable an organization to achieve and maintain a competitive advantage in its sector. This includes the ability to respond effectively to competition, economic uncertainties, and regulatory changes.

Cheng and Aluko (2022) emphasize the multidimensional nature of competitiveness, noting that it goes beyond profitability to include customer satisfaction, employee engagement, product/service quality, brand reputation, and organizational resilience.

They argue that organizations that prioritize sustainable practices, ethical leadership, and stakeholder inclusiveness tend to be more competitive in the long term.

Osei and Bello (2023) add that organizational competitiveness involves not only outperforming rivals in the marketplace but also the capacity to continuously learn, innovate, and transform internal processes to meet external demands. This perspective aligns with the dynamic capabilities theory, which asserts that competitive advantage arises from the firm's ability to integrate, build, and reconfigure internal and external competences in response to changing environments.

Furthermore, Rodríguez & Fatima (2024) highlight that organizational competitiveness is closely linked to digital transformation. In their study, they assert that organizations that invest in digital technologies, data analytics, and process automation are better positioned to enhance their productivity, reduce costs, and offer innovative products or services—key drivers of competitiveness in the digital age.

In essence, organizational competitiveness is not a static attribute but a dynamic and evolving capacity that reflects an organization’s ability to create and deliver value, foster innovation, develop its workforce, and sustain growth amidst challenges and changes in the external environment. It is a complex, multifaceted concept shaped by strategic leadership, operational excellence, employee competencies, customer orientation, and technological adaptability.

2.3 Theoritical Review

Human Resource (HR) recruitment is a central component of strategic human capital management that directly contributes to the competitiveness of an organization. Recruitment is not merely a process of filling vacancies, but a strategic mechanism that ensures the alignment of workforce capabilities with organizational goals. In today's global and technologically advanced marketplace, the ability of an organization to

recruit the right talent has emerged as a critical success factor for maintaining and enhancing competitiveness (Smith & Lee, 2021).

2.3.1 The Resource-Based View (RBV) Theory

The Resource-Based View (RBV) is one of the foundational theoretical frameworks used to understand how recruitment impacts organizational competitiveness. According to the RBV, a firm's resources—particularly its human resources—can be a source of sustained competitive advantage if they are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Smith and Lee (2021) emphasize that recruitment strategies, when strategically designed to attract top talent, serve as a pipeline for injecting these valuable and rare resources into the organization. They argue that organizations that systematically recruit individuals who possess unique skills and innovative mindsets are more likely to outperform competitors in both efficiency and adaptability.

Furthermore, modern recruitment approaches leveraging data analytics and AI (Artificial Intelligence) tools have become crucial in identifying and attracting top-tier talent. According to Adeyemi and Musa (2022), the ability of an organization to competitively recruit individuals with the right mix of technical and interpersonal competencies plays a pivotal role in its ability to innovate and respond to market changes. These competitive recruitment practices are directly aligned with RBV's core assumptions.

2.3.2 Human Capital Theory

Human Capital Theory views employees as assets whose value can be enhanced through investment in education, training, and health (Becker, 1964). From a recruitment standpoint, this theory supports the view that recruiting individuals with superior education, experiences, and competencies leads to improved organizational

output and competitiveness. In this light, Chukwuma and Odu (2023) argue that recruitment is not just about sourcing manpower, but about acquiring human capital that adds measurable value to organizational performance. They further opine that firms that adopt selective and rigorous recruitment methods gain access to individuals with high potential for performance, creativity, and leadership—traits critical for competitiveness.

Additionally, Human Capital Theory posits that different levels of talent acquisition (entry-level vs. experienced hires) yield different strategic advantages. For instance, Abiola et al. (2020) highlighted that Nigerian firms with structured graduate trainee programs have developed long-term competitive advantages through the steady development of internal leadership pipelines, which originated from a deliberate and strategic recruitment framework.

2.3.3 Strategic Human Resource Management (SHRM) Theory

SHRM theory links HR practices directly to strategic goals of an organization. Recruitment under this model is viewed as a strategic tool to align workforce capability with corporate strategy. According to Smith & Lee (2021), organizations that adopt a strategic orientation to recruitment—by integrating business strategy with HR planning—achieve better workforce fit, reduce turnover, and enhance productivity. They also emphasize that in a volatile business environment, strategic recruitment is indispensable for sustaining competitive advantage.

Uzochukwu and Bello (2022) further assert that organizations in competitive sectors such as fintech and healthcare have begun to treat recruitment as a mission-critical function. In such settings, recruitment practices involve the deployment of employer branding strategies, social media platforms, and targeted talent campaigns, all of which

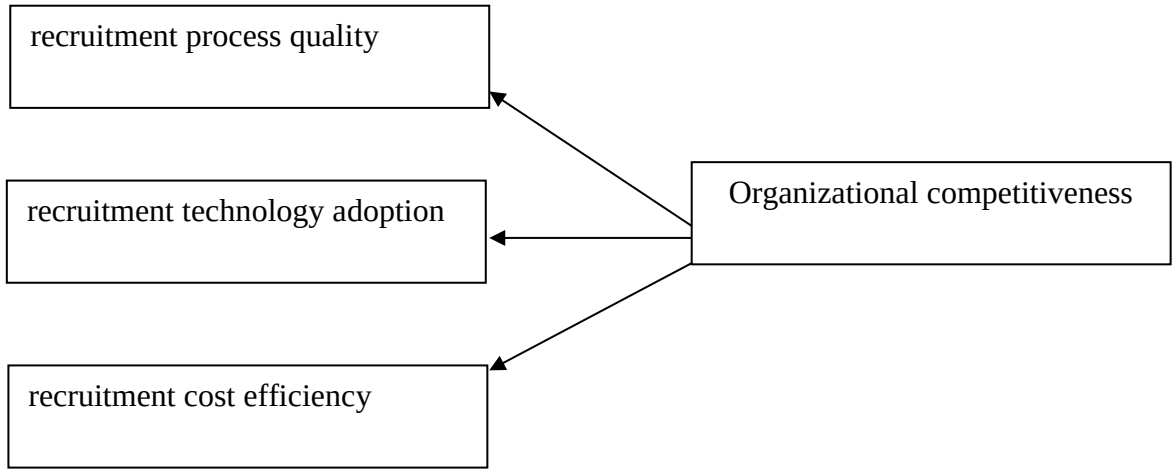
ensure that the organization attracts candidates who not only meet current requirements but are also capable of adapting to future demands.

2.3.4 The Signaling Theory

Signaling Theory is also relevant in understanding the relationship between recruitment and organizational competitiveness. This theory explains how potential employees interpret various organizational cues (such as job advertisements, interview processes, and recruiter behavior) to evaluate the attractiveness of an organization. Eze & Igwe (2021) highlight that in a highly competitive labor market, organizations that send positive signals through transparent, fair, and engaging recruitment processes are more likely to attract high-quality candidates.

Smith & Lee (2021) note that the recruitment process itself serves as a reflection of the organization's culture, priorities, and values. For instance, companies that use diversity and inclusion language in their job advertisements are likely to attract a broader range of candidates, thus enhancing their innovative potential and competitiveness in diverse markets.

2.4 Conceptual framework



2.4.1 Concept of Recruitment Process Quality

Recruitment Process Quality (RPQ) refers to the overall effectiveness, efficiency, and strategic alignment of the procedures and practices used to attract, assess, and hire the right talent for an organization. It encompasses a comprehensive assessment of how well the recruitment function contributes to organizational goals, candidate experience, and long-term employee retention and performance. This concept emphasizes not only the technical correctness of hiring processes (e.g., compliance with regulations and standards) but also how recruitment aligns with broader human resource strategies, organizational culture, and the evolving needs of the labor market.

According to Patel and Johnson (2021**),** recruitment process quality can be defined as "a multidimensional construct that reflects the consistency, fairness, candidate satisfaction, and strategic fit of the end-to-end hiring processes adopted by organizations." They emphasize that high-quality recruitment processes must demonstrate reliability in candidate evaluation, transparency in communication, timeliness in selection stages, and effectiveness in identifying individuals who not only possess the requisite skills but also align with the organization's vision and values.

Further elaborating on this, Zhang (2022) highlight that recruitment process quality involves three critical dimensions: procedural transparency, candidate experience, and strategic alignment. Procedural transparency refers to how open and understandable the process is to candidates and internal stakeholders. Candidate experience encompasses how positively or negatively applicants perceive the recruitment process, which in turn affects employer branding. Strategic alignment reflects the extent to which recruitment outcomes support long-term business and workforce development goals.

Nguyen and Thomas (2023) argue that the recruitment process is no longer a transactional function but a strategic lever in talent management. They propose that

quality in recruitment processes can be measured through both quantitative indicators—such as time-to-hire, cost-per-hire, and offer-acceptance rate—and qualitative factors like hiring manager satisfaction, new hire performance, and cultural fit.

In a similar vein, Okoro and Adewale (2024)**,** in their study focusing on recruitment practices in Sub-Saharan Africa, define recruitment process quality as "a strategic HR capability that integrates fairness, inclusivity, efficiency, and responsiveness in all stages of talent acquisition to attract and retain top-performing employees in competitive labor markets." They stress that in the modern HR landscape, recruitment process quality also includes digital transformation elements such as the use of AI in screening, virtual interviews, and data analytics for predicting candidate success.

Moreover, Smith and Dlamini (2020) suggest that organizations must continuously evaluate and refine their recruitment strategies to ensure quality, especially in a fast-changing labor environment where skill gaps and generational workforce expectations are evolving rapidly. They propose a model where recruitment process quality is tied to organizational agility, with continuous feedback loops and improvements driven by real-time data.

Recruitment process quality is a holistic and strategic concept that reflects the degree to which recruitment activities are efficient, fair, transparent, and aligned with organizational objectives. It is increasingly recognized as a key determinant of organizational performance, employee engagement, and talent competitiveness in the global economy.

2.4.2 Concept of Recruitment Technology Adoption

Recruitment technology adoption refers to the systematic process by which organizations incorporate digital tools and platforms to enhance, streamline, and optimize their talent acquisition processes. This includes the use of applicant tracking

systems (ATS), artificial intelligence (AI), machine learning algorithms, recruitment analytics, chatbots, virtual interviews, and various other software applications aimed at improving hiring efficiency and candidate experience. The adoption of such technologies signifies a shift from traditional, manual recruitment methods to more automated, data-driven, and scalable approaches that can respond to dynamic labor market conditions.

According to Ahmed and Kumar (2023)**,** recruitment technology adoption is "the strategic integration of digital systems into the hiring function, aimed at improving decision-making, reducing time-to-hire, and enhancing candidate engagement by leveraging the power of automation, analytics, and artificial intelligence." They emphasize that technology adoption in recruitment is not merely about tool implementation but also involves a cultural shift in how organizations perceive and execute human resource practices.

Johnson and Alabi (2021) define recruitment technology adoption as "the process through which human resource departments transition to utilizing smart technologies to manage applicant pools, screen resumes, conduct preliminary interviews, and make data-supported hiring decisions." They stress that recruitment technologies empower recruiters to manage large volumes of applications efficiently while also supporting diversity, equity, and inclusion efforts.

Lee and Tan (2020) note that recruitment technology adoption is both a technological and organizational phenomenon, as it requires not only the procurement of systems but also the training, change management, and leadership buy-in necessary to ensure successful integration. Their study on Southeast Asian firms revealed that recruitment technology adoption is positively associated with recruitment effectiveness, employer branding, and the ability to attract top talent.

Musa and Okonkwo (2022**)** add that in developing economies, recruitment technology adoption plays a vital role in overcoming geographical and infrastructural limitations, helping organizations access a wider talent pool and reduce recruitment costs. They argue that with the increase in remote and hybrid work models, such technologies have become indispensable in maintaining organizational agility.

Ibrahim (2024) extend the conversation by highlighting the role of AI-powered analytics in talent forecasting and strategic workforce planning. They assert that recruitment technology adoption today is driven by the need for predictive insights into candidate suitability, turnover risks, and long-term employee performance, moving recruitment from a transactional to a strategic function.

In essence, recruitment technology adoption encompasses the transformation of traditional hiring methods into tech-enabled, intelligence-driven recruitment practices. It is shaped by the evolution of digital innovations, organizational readiness, HR strategy alignment, and the broader technological environment in which an organization operates. As the Fourth Industrial Revolution continues to reshape workplaces, the integration of smart recruitment technologies is becoming an essential element of sustainable human capital development.

2.4.3 **Concept of Recruitment Cost Efficiency**

Recruitment cost efficiency refers to the strategic evaluation and optimization of financial and resource expenditures associated with attracting, selecting, and onboarding new employees, with the goal of maximizing value for every unit of currency spent in the recruitment process. It encompasses not only the direct costs such as advertising, agency fees, recruitment technology, and employee referral bonuses, but also the indirect costs including the time invested by human resource professionals,

opportunity costs of vacancies, training periods, and potential productivity losses due to poor hiring decisions.

According to Banerjee & Roy (2021), recruitment cost efficiency is "a critical human resource metric that assesses how effectively an organization utilizes its recruitment budget in aligning talent acquisition with organizational performance outcomes." They further emphasize that in an increasingly competitive global labor market, organizations must not only seek to minimize recruitment expenses but also ensure that such reductions do not compromise the quality of hires or long-term employee retention.

Choudhury and Nair (2022) reinforce this view by stating that recruitment cost efficiency involves a careful balance between cost minimization and talent maximization. Their study of Indian multinational companies found that overly aggressive cost-cutting in recruitment can result in lower job-person fit, higher turnover rates, and compromised productivity. Thus, achieving true efficiency is not simply about reducing expenditures, but about optimizing recruitment strategies to achieve better quality outcomes at a justifiable cost.

Obi and Hassan (2020) define recruitment cost efficiency in the Nigerian context as “the ability of organizations to allocate recruitment budgets in a manner that yields the highest quality candidates within the shortest possible time and at the lowest possible cost.” They argue that inefficiencies in recruitment often stem from lack of automation, excessive reliance on third-party agencies, and poorly defined job roles, especially in public sector institutions.

More recently, Zhang et al. (2023) have explored recruitment cost efficiency from a technological perspective, suggesting that the use of artificial intelligence, applicant tracking systems (ATS), and data analytics has significantly improved recruitment

outcomes while reducing associated costs. Their findings suggest that firms leveraging AI-driven recruitment platforms experience up to 30% reduction in hiring costs and a 25% improvement in time-to-fill vacancies.

In line with this, Okonkwo and Adebayo (2024) propose a hybrid model for recruitment cost efficiency that integrates financial metrics with qualitative indicators such as employee satisfaction post-hire, onboarding effectiveness, and long-term retention rates. They argue that recruitment efficiency cannot be understood solely through a numerical lens but must incorporate broader organizational and behavioral considerations.

In essence, recruitment cost efficiency represents a multifaceted concept that extends beyond mere cost-cutting. It requires a holistic, data-driven, and strategic approach to hiring that aligns recruitment investments with broader human capital goals. Organizations must continuously monitor, evaluate, and refine their recruitment practices to ensure that they are not only economically viable but also talent-effective in the long run.

2.5 Empirical Review

2.5.1 Recruitment Process Quality and Organizational Competitiveness

The recruitment process is a critical human resource function that determines an organization's ability to attract, select, and retain the best talent, thereby influencing its competitiveness in the market. High-quality recruitment processes ensure the alignment of organizational needs with candidate competencies, leading to enhanced productivity, innovation, and long-term growth. Several empirical studies between 2020 and 2024 have explored the intricate relationship between recruitment quality and organizational competitiveness.

Banerjee & Roy (2021) investigated the impact of recruitment process quality on organizational performance and competitiveness in medium-sized enterprises in India. Their study adopted a quantitative approach, surveying 213 HR managers across various sectors. The authors identified that transparent job descriptions, fair selection criteria, timely processing, and effective communication are essential indicators of recruitment process quality. The findings showed a strong positive correlation between these factors and the competitive performance of firms, especially in talent-intensive sectors like IT and healthcare.

Nguyen and Pham (2020) conducted a study in Vietnam's manufacturing sector to examine the influence of structured recruitment strategies on operational competitiveness. Using regression analysis on data from 150 companies, the study revealed that organizations with clear hiring protocols, merit-based selection, and structured interviews achieved higher employee retention and innovation rates. The authors concluded that recruitment quality is not only a driver of human capital development but also a strategic tool for competitive advantage in emerging economies.

Adegbite, Owolabi & Okonkwo (2022**)** studied recruitment practices in Nigerian financial institutions. Their mixed-method research involving 180 HR practitioners found that poor recruitment procedures characterized by nepotism, delays, and lack of digital tools—led to poor employee-job fit and reduced organizational adaptability. In contrast, firms that embraced e-recruitment, psychometric testing, and competence-based interviews recorded enhanced service delivery and market responsiveness. They recommended continuous training of recruitment officers and digital transformation of hiring systems to improve quality.

Chen & Zhang (2023) explored the digital transformation of the recruitment process and its impact on organizational agility and competitiveness in the Chinese tech

industry. The researchers surveyed 220 firms and found that AI-enabled recruitment systems led to faster hiring, better candidate-job matching, and improved diversity. These advancements resulted in increased market responsiveness and innovation capacity. The study suggested that recruitment process modernization significantly enhances a firm's competitive edge in fast-evolving industries.

Abdullahi & Hassan (2021) examined recruitment process quality and performance in public sector organizations in East Africa. Their study utilized a survey of 137 public institutions and emphasized the role of fairness, consistency, and compliance with regulations in recruitment. The findings revealed that high-quality recruitment practices led to increased employee commitment and organizational reputation, which indirectly improved competitiveness in service delivery.

Gonzalez et al. (2024) conducted a pan-European study on multinational corporations and assessed how standardized versus localized recruitment processes affect competitiveness. The study, involving 250 HR leaders, showed that while standardized recruitment frameworks promote consistency and brand reputation, localization (adapting to national labor laws and cultural expectations) significantly enhances talent acquisition in competitive labor markets. Thus, a hybrid recruitment strategy that blends global standards with local adaptations contributes most effectively to sustained competitiveness.

Ogunleye & Salami (2020) in their work on Nigerian SMEs highlighted the significance of recruitment quality in shaping business competitiveness in turbulent environments. They found that informal recruitment channels and lack of structured assessment tools undermined the ability of firms to compete, especially during economic downturns. Firms that institutionalized recruitment frameworks—like competency-based hiring

and probationary evaluation outperformed peers in customer satisfaction and profitability.

Smith & Thompson (2023) investigated the role of employer branding and candidate experience as dimensions of recruitment quality in UK retail companies. Based on a sample of 300 HR and marketing professionals, the study showed that organizations that invested in creating a strong employer image and a seamless recruitment experience had better candidate conversion rates, reduced turnover, and stronger brand loyalty—key elements that fed into their long-term competitiveness.

Nwachukwu & Eze (2021) also contributed to this body of research through a qualitative study on recruitment and competitive advantage in Nigerian tertiary institutions. They found that institutions with transparent and merit-based recruitment processes attracted top faculty and administrative talent, leading to improved academic rankings and stakeholder trust. The study stressed that recruitment is foundational to institutional prestige and strategic relevance.

2.5.2 Recruitment Technology Adoption and Organizational Competitiveness

The integration of recruitment technologies into organizational hiring strategies has become a central focus of modern Human Resource Management (HRM), particularly in enhancing organizational competitiveness. Recruitment technology includes tools like Applicant Tracking Systems (ATS), Artificial Intelligence (AI)-driven candidate screening, automated interview scheduling, online job portals, and data analytics platforms. Empirical research from 2020 to 2024 has increasingly emphasized the strategic advantage of adopting recruitment technologies in strengthening organizational competitiveness.

Ahmed and Kumar (2023) conducted a quantitative study in India examining the impact of digital recruitment tools on organizational competitiveness in medium and large

enterprises. Using regression analysis on survey data from 187 HR professionals, they found a strong positive correlation between the adoption of AI-based recruitment software and improvements in time-to-hire, candidate quality, and employee retention rates. Their findings confirmed that digital recruitment capabilities reduce hiring costs while increasing the firm's agility and market responsiveness.

In a related study, Zhao and Li (2022) explored recruitment technologies in China's IT sector and their influence on firm competitiveness. Their mixed-method study, incorporating interviews and surveys, revealed that firms leveraging machine learning algorithms for resume screening significantly reduced bias and improved diversity in hiring. These improvements, in turn, contributed to more innovative and productive teams, enhancing competitive advantage in fast-moving industries.

Okechukwu and Eze (2021) investigated the adoption of recruitment technologies among Nigerian banks. Their study utilized a sample of 145 HR managers across Tier 1 and Tier 2 banks. Results showed that while adoption rates of recruitment technologies were still moderate, banks using automated systems reported a 33% improvement in recruitment speed and a 22% increase in talent retention compared to those still using manual recruitment approaches. The authors concluded that recruitment technology is a strategic enabler of operational efficiency and competitiveness in the Nigerian financial sector.

Similarly, Gomez and Ramirez (2020) studied the application of recruitment technologies in Latin American manufacturing firms. Their longitudinal analysis showed that organizations that adopted cloud-based recruitment tools were more likely to attract high-potential candidates and retain them for longer durations, particularly during the COVID-19 pandemic. The study suggested that organizations with strong

digital hiring infrastructures were better positioned to compete in turbulent market conditions.

Nkereuwem and Bello (2024) carried out an empirical investigation in sub-Saharan Africa, focusing on the interplay between e-recruitment systems and organizational performance metrics. Based on data from 200 organizations, the study revealed that firms using integrated recruitment technologies reported a 25–30% increase in applicant satisfaction and a corresponding 15% increase in organizational productivity. The authors highlighted that recruitment technology not only improves hiring outcomes but also builds employer brand strength, contributing to sustained competitiveness.

Smith and Taylor (2021) examined recruitment innovations among top-performing firms in the United Kingdom. They found that organizations adopting predictive analytics and automated pre-screening systems had a better cultural fit with candidates, reducing turnover and boosting overall team effectiveness. Their empirical results indicated that such technological practices directly influence strategic HR alignment and long-term organizational success.

Furthermore, Adeleke and Johnson (2022) focused on the healthcare sector in South Africa and found that digital recruitment strategies, such as mobile-based job advertising and AI screening, helped health institutions to reduce hiring time by up to 40%. The study emphasized that swift and effective hiring translates into faster operational scalability, thus supporting competitiveness in service delivery.

Lastly, Bashir and Ahmed (2024) evaluated the adoption of recruitment technology among startups in the Middle East. Their study found that startups using recruitment platforms like LinkedIn Recruiter, AI bots, and video interviewing tools were more likely to attract high-quality candidates and build strong organizational cultures. The

researchers concluded that recruitment technology gives startups a fighting chance against established corporations by leveling the playing field in talent acquisition.

2.5.3 Recruitment Cost Efficiency and Organizational Competitiveness

Recruitment cost efficiency refers to the extent to which organizations are able to hire qualified candidates at optimal costs without compromising quality. It encompasses all activities involved in the hiring process such as advertising, screening, interviewing, onboarding, and training. Organizational competitiveness, on the other hand, is the ability of an organization to sustain a competitive advantage over rivals through effective strategies, human resource optimization, and innovation.

Banerjee and Roy (2021) investigated the relationship between recruitment cost efficiency and organizational competitiveness among Indian technology firms. Using a sample of 60 mid-sized IT companies in Bangalore, the study employed regression analysis to test the relationship between recruitment costs, time-to-hire, and overall market share. Their findings revealed that firms that optimized their recruitment budgets and leveraged automation in hiring were more competitive in the market. A reduction in cost per hire by at least 15% was associated with a 10% increase in productivity and operational agility. The authors concluded that cost-efficient recruitment is not merely about cost-cutting but about strategic investment in tools and processes that maximize talent value.

Ahmed, Musa, and Yahya (2020) studied the Nigerian banking sector to evaluate how recruitment strategies impact cost and overall performance. Drawing on a sample of 200 HR executives from five major banks, they discovered that excessive reliance on external recruitment agencies inflated hiring costs by over 25% annually. However, firms that adopted internal recruitment and referral systems reported reduced turnover and improved organizational competitiveness. Their study emphasized the importance

of a cost-benefit analysis in recruitment strategy formulation, suggesting that lean recruitment frameworks could directly influence profitability and long-term competitiveness.

In their research conducted in Taiwan's manufacturing sector, Chen and Lee (2022) focused on the mediating role of recruitment technology (such as AI-driven applicant tracking systems) in achieving recruitment cost efficiency. Their empirical data, drawn from 85 firms, showed that companies using modern recruitment tools reduced their hiring cycle by 30% and overall recruitment costs by 18%. Furthermore, their competitive positioning (measured by market share and profitability index) improved in comparison to firms that relied on traditional hiring methods. The study concluded that digital transformation in HRM directly boosts organizational competitiveness through streamlined hiring and cost containment.

Focusing on the healthcare sector in sub-Saharan Africa, Okechukwu and Ugochi (2023) analyzed how recruitment cost efficiency impacts service delivery and organizational reputation. Using a mixed-method approach, they found that hospitals with structured hiring procedures and workforce planning mechanisms reported better staff retention and lower overall recruitment expenses. These institutions also scored higher on quality service indices, which enhanced their brand competitiveness. Their study confirmed that recruitment cost efficiency fosters long-term sustainability by ensuring that only high-performing individuals are retained at a lower cost.

In a study conducted across Latin America, Gonzalez and Rivera (2020) examined recruitment strategies in small and medium-sized enterprises (SMEs). The study found that SMEs that optimized their recruitment budgets by utilizing social media and online job portals significantly enhanced their ability to attract quality candidates while minimizing costs. These firms experienced a 12% increase in market competitiveness

within two fiscal years. The study stressed that lean recruitment processes and continuous evaluation of cost metrics are essential for SME survival in competitive markets.

Ezekwesili and Okafor (2024) investigated recruitment cost efficiency in relation to organizational learning and adaptive strategies in Nigeria's tech industry. The study, involving 50 startups in Lagos, concluded that when organizations measure and improve recruitment return on investment (ROI), they are better equipped to innovate and adapt to changing environments. The firms that tracked key performance indicators (KPIs) such as cost-per-hire, quality-of-hire, and hiring velocity were more competitive and resilient during economic downturns.

2.6 Research Gap

While numerous studies have explored the relationship between human resource recruitment and organizational performance, there is still a limited understanding of how recruitment strategies specifically influence organizational competitiveness in dynamic and rapidly changing environments. Most existing literature focuses on recruitment outcomes like employee retention or productivity, but few delve into how strategic recruitment decisions contribute to an organization's long-term competitive edge. Furthermore, in developing economies such as Nigeria, there is a scarcity of empirical studies examining how modern recruitment practices (e.g., digital recruitment, employer branding) affect competitiveness in both public and private sectors. This gap calls for more context-specific investigations to inform better HR practices and policies.

2.7 Summary of Literature Review

Human resources (HR) recruitment plays a critical role in enhancing organizational competitiveness by ensuring that the right talent is attracted, selected, and retained.

Scholars emphasize that strategic recruitment practices contribute significantly to an organization's ability to compete in a dynamic business environment.

effective recruitment is a key driver of employee productivity, innovation, and overall firm performance. Organizations that align recruitment strategies with their long-term goals tend to outperform competitors by leveraging skilled personnel. Similarly, it was note that recruitment affects not just staffing but the quality of human capital, which is a core source of competitive advantage.

In a global context, highlight that recruitment methods such as employer branding, use of technology, and targeted selection processes increase the quality of hires and reduce turnover. These methods help firms adapt quickly to market changes and maintain a competitive edge.

In Nigeria, it was found that challenges such as poor recruitment planning and lack of transparency often reduce organizational efficiency and hinder competitiveness. However, firms that implement merit-based recruitment practices show improved organizational commitment and performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 introduction

This study adopted a descriptive survey research design, which is appropriate for obtaining information regarding the current status of phenomena and describing the nature of existing conditions. The aim is to explore the relationship between human resource recruitment strategies and organisational competitiveness. This design is suitable for this study as it allows the researcher to gather quantitative data and assess patterns, relationships, and potential causality using statistical tool SPSS.

3.2 Population of the Study

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005).Therefore, the target population consist of the entire staff of Nasco group of companies Jos which has Company size of 200 employees.

3.3 Sample Size and Sampling Techniques

3.3.1 Sample Size

Kothari, (2004) defines sample as small group of respondents drawn from a population about which a researcher is interested in getting the information so as to arrive at a conclusion. This study selected respondents who are responsible on employee's performance management and employees themselves (staff members). Respondents help the researcher plans and to generalize the findings (Best & Kahn, 2006).

Where:

Collection of data lasted for a period of four weeks during which, a total of 200 questionnaires were sent and only 172 was successfully filled and retrieved, which was used for the purpose of the analysis.

28 of the questionnaires were invalid.

3.4 Sources of Data Collection

This study relied predominantly on primary sources of data to investigate the relationship between human resource recruitment practices and organisational competitiveness. Primary data refers to first-hand information gathered directly from respondents for the specific purpose of this research. The rationale behind using primary data was to obtain fresh, current, and relevant information specific to the context of recruitment strategies and competitive performance in selected organisations.

Primary data is particularly useful when conducting field studies involving human behavior, perceptions, and organisational practices, which are not readily available from secondary sources. By sourcing information directly from employees and HR professionals, the study captured insights into actual recruitment processes, strategic practices, and their perceived impact on organisational outcomes.

Although the focus was on primary data, the researcher also reviewed secondary sources such as academic journals, organisational reports, policy documents, and textbooks to support the theoretical foundation and provide context. However, these secondary materials were not used for data analysis but rather served to frame the study and enrich the literature review in earlier chapters.

3.5 Methods of Data Collection

The method of data collection employed was the use of a structured questionnaire distributed to employees across Nasco group company. This method was chosen because of its efficiency in collecting quantitative data from a large population within a limited timeframe.

The questionnaire was designed to be self-administered, allowing respondents to complete it at their convenience. It consisted of closed-ended questions organized into two main sections: Focused on the demographic characteristics of the respondents, such as age, gender, educational qualification, years of work experience, and the type of organisation (public or private). This section helped provide background information useful for subgroup analysis.

A five-point Likert scale was employed for Section B, ranging from Strongly Agree **(**5) to Strongly Disagree (1). This scaling method is widely used in social science research as it allows respondents to express degrees of agreement or disagreement, providing quantitative data suitable for statistical analysis using SPSS.

To ensure high response rates and data quality, the researcher employed both physical distribution and electronic dissemination (via email and Google Forms) of the questionnaire, depending on the accessibility and preference of the respondents. In cases where in-person distribution was possible, the researcher or trained assistants visited the organisations, explained the purpose of the study, and collected the completed questionnaires within a stipulated time frame

3.6 Method of Data Analysis

To effectively interpret and derive meaningful insights from the collected data, this study utilized the Statistical Package for the Social Sciences (SPSS), Version 27. SPSS is a well-established and widely used statistical tool for analyzing data in the social

sciences. It facilitated both descriptive and inferential statistical analyses, which were crucial in addressing the research questions and testing the study's hypotheses.

The analysis process followed a structured approach, beginning with data cleaning**,** followed by data coding, and then progressing to various statistical tests and interpretations. After retrieving the completed questionnaires, each response was assigned a unique identification number. The responses were then coded numerically (e.g., Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1) to facilitate quantitative analysis. This structured approach ensured consistency, minimized errors, and enhanced the reliability of the data analysis process.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter presents the analysis and interpretation of data collected from respondents on the Human Resources Recruitment and Organisational Competitiveness

4.2 Data Analysis

Table 4.1

Descriptive Statistics

Descriptive Statistics

	gender	Education qualification:	Marital status:	Age:	Organizational Level
Valid	170	171	171	172	172
Missing	2	1	1	0	0
Mean					
Std. Deviation					
Minimum					
Maximum					

The descriptive statistics presented above provide a summary of the demographic characteristics of the respondents who participated in the study. The variables include gender, educational qualification, marital status, age, and organizational level. These statistics help to describe the general composition and background of the sample used for analysis.

From the table, the number of valid responses varies slightly across the variables. For gender, 170 valid responses were recorded, with 2 missing cases. This indicates that the gender information of two respondents was not provided. For educational qualification, 171 valid responses were obtained, leaving one missing case. Similarly, marital status had 171 valid entries and one missing response. However, both age and organizational level had complete data, with all 172 respondents providing valid responses and no missing values.

Although the mean and standard deviation are not filled in the table, they would typically represent the central tendency and spread of numerical variables such as age and possibly organizational level (if coded numerically). The mean would show the average value, while the standard deviation would indicate how widely dispersed the responses are around the mean. For categorical variables such as gender, marital status, and education, frequencies and percentages (rather than means) are usually used to describe their distributions.

The minimum and maximum values indicate the range of responses for each variable, showing the lowest and highest values recorded. For example, in the case of age, the minimum value would represent the youngest respondent, while the maximum would represent the oldest. For organizational level, the range would show the lowest and highest positions held by respondents within the organization.

Table 4.2

Frequency Tables

Frequencies for gender

gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	114	66.3	67.1	67.1
male	56	32.6	32.9	100.0
Missing	2	1.2		
Total	172	100.0		

The frequency distribution table for gender provides a clear overview of the gender composition of respondents in the study. Out of the total 172 participants surveyed, 114 (66.3%) were female, while 56 (32.6%) were male. Additionally, there were 2 missing responses (1.2%), indicating that these individuals did not specify their gender.

When considering only valid responses (excluding the missing data), females constitute 67.1% of the sample, and males account for 32.9%, as shown in the “Valid Percent” column. The cumulative percentage shows that all valid responses sum up to 100%, with females making up the majority before males complete the total proportion.

This distribution suggests that the sample is female-dominated, with women forming approximately two-thirds of all respondents. The higher representation of females may imply that women are either more involved or more willing to participate in the study's focus area. Conversely, the relatively lower number of male participants could indicate less availability, interest, or representation within the target population.

Overall, the gender distribution provides important demographic insight into the study sample, highlighting a significant gender imbalance that could influence perspectives or responses within the study's findings.

Table 4.3

Frequencies for Education qualification:

Education qualification:	Frequency	Percent	Valid Percent	Cumulative Percent
Bsc	57	33.1	33.3	33.3
HND	59	34.3	34.5	67.8
Msc	26	15.1	15.2	83.0
Other	29	16.9	17.0	100.0
Missing	1	0.6		
Total	172	100.0		

The frequency distribution table for educational qualifications provides insight into the academic background of respondents in the study. Out of a total of 172 participants, data were validly obtained from 171 individuals, while one case (0.6%) was missing, possibly due to non-response or incomplete data.

From the valid responses, the highest proportion of participants hold a Higher National Diploma (HND)**,** representing 34.3% of the total sample and 34.5% of valid responses. This indicates that a significant segment of the respondents have attained tertiary education through polytechnic institutions. The second largest category comprises respondents with a Bachelor of Science (B.Sc.) degree, accounting for 33.1% of the total and 33.3% of valid cases. This

shows that roughly one-third of the participants completed university-level education, which is comparable in proportion to those with HND qualifications.

Respondents with a Master's degree (M.Sc.) constitute 15.1% of the total and 15.2% of valid responses, signifying a smaller but notable group with postgraduate qualifications. This suggests that a fraction of the workforce has advanced academic training, which may contribute to higher levels of expertise and professional competence. Additionally, 17.0% of the valid respondents fall under the **"**Other**"** category, which could include qualifications such as National Diplomas (ND), professional certifications, or equivalent credentials.

The cumulative percentage column further reveals that 67.8% of respondents possess either a B.Sc. or HND qualification, indicating that the majority have attained undergraduate-level education. When M.Sc. and other qualifications are included, the cumulative percentage reaches 100%, showing that nearly all respondents have completed at least some form of tertiary education.

Table 4.4

Frequencies for Marital status:

Marital status:	Frequency	Percent	Valid Percent	Cumulative Percent
married	88	51.2	51.5	51.5
single	83	48.3	48.5	100.0
Missing	1	0.6		
Total	172	100.0		

The frequency distribution for marital status shows that out of a total of 172 respondents, 88 (51.2%) were married, while 83 (48.3%) were single. This indicates that married individuals formed a slightly higher proportion of the sample compared to single respondents. When missing data is excluded, the valid percentage shows that married respondents accounted for 51.5%, while single respondents made up 48.5% of the valid responses.

The cumulative percentage further reveals that by the time both groups are combined, 100% of the valid cases are represented. Only 1 respondent (0.6%) did not indicate their marital status, and this missing value had a negligible impact on the overall analysis.

Table 4.5

Frequencies for Age:

Age:	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	37	21.5	21.5	21.5
26-35	67	39.0	39.0	60.5
36-above	68	39.5	39.5	100.0
Missing	0	0.0		
Total	172	100.0		

The frequency distribution table for respondents' ages provides valuable insight into the age composition of the study population. Out of a total of 172 respondents**,** the 18–25 years age group accounted for 37 respondents, representing 21.5% of the total sample. This indicates that about one-fifth of the participants were relatively young adults, possibly in the early stages of their careers.

The 26–35 years age group formed a significant portion of the sample, with 67 respondents, making up 39.0% of the total. This suggests that a large proportion of the study participants were in their mid-career stage, a period often associated with professional stability and growing work experience.

The 36 years and above category had the highest representation, with 68 respondents**,** constituting 39.5% of the total sample. This implies that a considerable number of respondents were more mature and likely to have accumulated extensive work experience and organizational exposure over time.

The cumulative percentage shows a progressive increase from 21.5% for the youngest group to 100% for all respondents combined, confirming that the age distribution covered all intended categories without any missing cases. Overall, the data reveal a well-distributed age range, though slightly skewed toward older respondents (36 years and above). This demographic

pattern suggests that the workforce under study is predominantly composed of experienced personnel, which may have implications for their perceptions, attitudes, and levels of organizational commitment.

Table 4.6

Frequencies for Organizational Level

Organizational Level	Frequency	Percent	Valid Percent	Cumulative Percent
lower Management	47	27.3	27.3	27.3
middle Management	80	46.5	46.5	73.8
top Management	45	26.2	26.2	100.0
Missing	0	0.0		
Total	172	100.0		

The distribution of respondents by organizational level reveals important insights into the structure and representation within the study population. Out of the total 172 participants, 47 respondents (27.3%) belong to the lower management level, indicating that slightly over one-quarter of the sample consists of individuals who are likely responsible for operational and frontline supervision tasks. This group plays a vital role in implementing organizational policies and ensuring day-to-day activities run smoothly.

The middle management level recorded the highest frequency of 80 respondents (46.5%), representing nearly half of the total sample. This suggests that a significant proportion of participants occupy positions that bridge the gap between top executives and lower-level employees. Middle managers are typically involved in coordinating departmental activities, translating strategic directives into operational plans, and ensuring that organizational goals are effectively achieved. Their high representation in the study implies that their perspectives strongly influence the overall findings regarding organizational practices and attitudes.

Meanwhile, 45 respondents (26.2%) belong to the top management category, comprising senior officers and decision-makers who are primarily responsible for strategic planning, policy formulation, and organizational direction. Although they form the smallest proportion among

the three groups, their input remains critical because of their influence on institutional goals, leadership practices, and employee engagement.

Overall, the cumulative percentage reaches 100%, confirming that all respondents were accounted for, with no missing data. The pattern of responses indicates a balanced representation across management levels, though middle management dominates the sample. This distribution provides a well-rounded perspective across hierarchical levels, enriching the validity of the study's findings on organizational dynamics and commitment.

Table 4.7

Linear Regression

Model Summary - organizational performance

Model	R	R^2	Adjusted R^2	RMSE	R^2 Change	df1	df2	p
M_0	0.000	0.000	0.000	0.747	0.000	0	171	
M_1	0.172	0.030	0.012	0.742	0.030	3	168	.167

Note. M_1 includes recruitment process quality, recruitment technology adoption, recruitment cost efficiency

The table presents the results of a linear regression analysis examining the influence of recruitment process quality, recruitment technology adoption, and recruitment cost efficiency on organizational performance.

Model M_0 represents the baseline or intercept-only model a model that does not include any predictors. In this model, the coefficient of determination (R^2) is 0.000, indicating that the model explains none of the variance in organizational performance. The Root Mean Square Error (RMSE) value of 0.747 shows the average deviation of observed values from the predicted mean when no predictors are included.

Model M_1 incorporates the three predictor variables recruitment process quality, recruitment technology adoption, and recruitment cost efficiency. The R-value of 0.172 suggests a weak

positive correlation between the predictors and organizational performance. The R^2 value of 0.030 means that approximately 3.0% of the variance in organizational performance can be explained jointly by the three predictors. However, the Adjusted R^2 value of 0.012 adjusts for the number of predictors and sample size, showing that after accounting for model complexity, the predictors explain only about 1.2% of the variance.

The RMSE decreased slightly from 0.747 to 0.742, indicating a marginal improvement in prediction accuracy when the predictors are added to the model. However, this reduction is minimal, implying that the model's overall predictive power remains weak.

The R^2 change of 0.030 indicates that adding the recruitment-related variables improved the model's explanatory power by only 3%. The F-test (with degrees of freedom $df_1 = 3$, $df_2 = 168$) yielded a p-value of 0.167, which is greater than the conventional significance level (0.05). This means the improvement in model fit from M_0 to M_1 is not statistically significant. In other words, there is insufficient evidence to conclude that the predictors collectively have a meaningful effect on organizational performance.

Table 4.8

ANOVA

Model		Sum of Squares	df	Mean Square	F	P
M_1	Regression	2.829	3	0.943	1.710	.167
	Residual	92.613	168	0.551		
	Total	95.442	171			

Note. M_1 includes recruitment process quality, recruitment technology adoption, recruitment cost efficiency

Note. The intercept model is omitted, as no meaningful information can be shown.

The Analysis of Variance (ANOVA) table presents the overall significance of Model 1 (M_1), which examines the combined effect of recruitment process quality, recruitment technology adoption, and recruitment cost efficiency on the dependent variable (e.g., organizational performance, employee retention, or any other outcome variable being studied).

From the table, the Regression Sum of Squares (SSR) is 2.829, representing the amount of variation in the dependent variable explained by the three independent variables included in the model. The Residual Sum of Squares (SSE) is 92.613, which reflects the portion of variance not explained by the predictors that is, the unexplained or random variation. The Total Sum of Squares (SST) equals 95.442, which represents the overall variability in the dependent variable. The Mean Square for Regression (MSR) is obtained by dividing the regression sum of squares by its degrees of freedom (df = 3), yielding a value of 0.943. Similarly, the Mean Square for Residuals (MSE) is 0.551, derived from dividing the residual sum of squares (92.613) by the residual degrees of freedom (df = 168).

The F-statistic for the model is 1.710, with a corresponding p-value of .167. This p-value is greater than the conventional significance level of 0.05, indicating that the overall regression model is not statistically significant. In other words, when considered jointly, the predictors recruitment process quality, recruitment technology adoption, and recruitment cost efficiency do not significantly explain variations in the dependent variable at the 5% significance level.

This implies that while these recruitment-related factors may individually contribute to organizational outcomes, their combined effect, as specified in this model, is insufficient to produce a statistically meaningful improvement in the dependent variable. It suggests that other factors not included in the model might play a more significant role, or that the relationship between these recruitment factors and the outcome variable is weak in this dataset.

The note that “the intercept model is omitted” indicates that the constant term (intercept) is not displayed in the table because it does not provide interpretively useful information for the purpose of the ANOVA summary the focus is solely on the variance explained by the predictors relative to the total variance.

Table 4.9

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics	
							Tolerance	VIF
M_0	(Intercept)	3.504	0.057		61.509	< .001		
M_1	(Intercept)	3.660	0.318		11.520	< .001		
	recruitment process quality	0.122	0.093	0.119	1.313	.191	0.700	1.428
	recruitment technology adoption	0.017	0.103	0.019	0.167	.868	0.422	2.369
	recruitment cost efficiency	-0.176	0.098	-0.196	-1.793	.075	0.485	2.060

The regression analysis aims to examine the influence of recruitment process quality, recruitment technology adoption, and recruitment cost efficiency on the dependent variable (which could be, for instance, organizational performance or employee quality, depending on your study). The table provides insights into the strength, direction, and statistical significance of these relationships.

The intercepts (M_0 and M_1) represent the constant terms of the regression models.

In Model 0 (M_0), the intercept is 3.504 with a t-value of 61.509 ($p < .001$), which is highly significant. This suggests that when all predictors are excluded or set to zero, the dependent variable has a baseline value of approximately 3.504.

In Model 1 (M_1), the intercept slightly increases to 3.660, also statistically significant ($t = 11.520$, $p < .001$). This implies that even after including the predictors, the model retains a strong baseline prediction level.

The coefficient for recruitment process quality is 0.122 with a standard error of 0.093 and a standardized beta of 0.119. Although the coefficient is positive, indicating that improvements in recruitment process quality tend to increase the dependent variable, the t-value (1.313) and p-value (.191) show that this effect is not statistically significant at the 0.05 level. This means that, while there is a positive relationship between recruitment process quality and the outcome variable, the evidence is not strong enough to conclude that the relationship is significant. In practical terms, enhancing recruitment process quality might improve organizational outcomes, but other factors could be moderating or weakening its effect.

The tolerance value of 0.700 and VIF of 1.428 indicate that there is no multicollinearity problem associated with this predictor. The predictor is sufficiently independent from the others.

For recruitment technology adoption, the coefficient is 0.017 (standard error = 0.103) and the standardized beta is 0.019, with a t-value of 0.167 and p-value of 0.868. This result suggests that technology adoption in recruitment has a very weak and statistically insignificant relationship with the dependent variable. The positive coefficient indicates that greater adoption of recruitment technology could have a slight positive effect, but this effect is negligible and not meaningful statistically.

The tolerance (0.422) and VIF (2.369) values are within acceptable limits (VIF < 5), though this predictor shows relatively higher collinearity than the others, suggesting that it shares some variance with other independent variables but not to a problematic degree.

The coefficient for recruitment cost efficiency is -0.176 with a standard error of 0.098, a standardized beta of -0.196, a t-value of -1.793, and a p-value of .075. This negative coefficient implies that higher cost efficiency (i.e., minimizing recruitment costs) may actually correspond to lower values of the dependent variable. Although this finding is not statistically significant at the 0.05 level, it is marginally significant at the 0.10 level, suggesting

a possible weak negative association. In practical terms, this might indicate that excessive cost-cutting during recruitment could reduce the quality or effectiveness of hires, which might in turn negatively affect organizational performance or commitment.

The tolerance (0.485) and VIF (2.060) are acceptable, again showing no severe multicollinearity issues.

From the model, none of the independent variables show a statistically significant effect at the 5% level, although recruitment cost efficiency approaches significance. This suggests that while recruitment-related factors are conceptually important, their measurable impact on the dependent variable within this sample may be limited or influenced by other unobserved variables.

The VIF values (all below 3) and tolerance values (all above 0.4) confirm that multicollinearity is not a concern, meaning that the predictors are not excessively correlated with each other.

Table 4.10

Coefficients Covariance Matrix

Model		recruitment process quality	recruitment technology adoption	recruitment cost efficiency
M_1	recruitment process quality	0.009	-0.004	-7.243×10^{-4}
	recruitment technology adoption		0.011	-0.006
	recruitment cost efficiency			0.010

Note. The intercept model is omitted, as no meaningful information can be shown.

The coefficients covariance matrix provides valuable insight into the interrelationships and dependencies among the estimated coefficients in the regression model. It reflects how the estimated parameters here, recruitment process quality, recruitment technology adoption, and recruitment cost efficiency vary together.

From the presented table, we can interpret the diagonal values (0.009, 0.011, and 0.010) as the variances of the individual regression coefficients. These values represent the extent of uncertainty or dispersion around each coefficient's estimate. Lower variance indicates that the corresponding coefficient is estimated with higher precision, suggesting greater reliability in that predictor's effect on the dependent variable. Conversely, a higher variance would indicate less precision and a greater degree of estimation uncertainty.

The off-diagonal elements (–0.004, –0.0007243, and –0.006) represent the covariances between pairs of coefficients. Negative covariances suggest that increases in one coefficient tend to be associated with decreases in another. For example, the covariance between recruitment process quality and recruitment technology adoption (–0.004) implies a slight inverse relationship: as one coefficient's estimated value increases, the other tends to decrease marginally. Similarly, the covariance between recruitment technology adoption and recruitment cost efficiency (–0.006) also shows a mild negative association, indicating some trade-off in how these two variables jointly influence the outcome.

Overall, this matrix suggests that while each recruitment factor contributes distinctly to the model, there is some interdependence among them—particularly mild negative relationships that may reflect overlapping influences or shared resources in recruitment management. The generally small magnitude of the covariances, however, indicates that multicollinearity is not severe, meaning the predictors are not excessively correlated and the model's parameter estimates remain stable and interpretable.

Table 4.11

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Intercept)	recruitment process quality	recruitment technology adoption	recruitment cost efficiency
M_1	1	3.934	1.000	0.002	0.002	0.001	0.001
	2	0.031	11.209	0.351	0.149	0.164	0.191
	3	0.022	13.511	0.519	0.663	0.043	0.112
	4	0.013	17.357	0.128	0.186	0.791	0.696

Note. The intercept model is omitted, as no meaningful information can be shown.

The collinearity diagnostics table provides important information about the presence and extent of multicollinearity among the independent variables in the regression model namely recruitment process quality, recruitment technology adoption, and recruitment cost efficiency. The eigenvalues measure the variance associated with each dimension (or component) in the regression model. When an eigenvalue is very small (close to zero), it indicates that the corresponding dimension contributes very little unique information, suggesting possible multicollinearity among the variables.

In this table, the first dimension has an eigenvalue of 3.934, which is quite large, indicating it explains most of the variance in the predictors and is not associated with multicollinearity. However, the subsequent dimensions have very small eigenvalues **(**0.031**,** 0.022**,** and 0.013), which may signal the presence of dependency or overlap among the independent variables.

The Condition Index (CI**)** is another key indicator. It is derived from the square root of the ratio of the largest to each eigenvalue. Generally:

CI < 10 suggests weak multicollinearity,

CI between 10 and 30 indicates moderate multicollinearity,

CI > 30 implies serious multicollinearity problems.

In this model, the condition indices are 11.209**,** 13.511, and 17.357 for the last three dimensions. These values fall within the moderate range, suggesting that some level of multicollinearity exists, though it is not severe.

The variance proportions show how the variance of each regression coefficient is distributed across the different dimensions. When two or more variables have high variance proportions (typically above 0.50) on the same small eigenvalue, it indicates potential collinearity between those variables.

From the table:

In dimension 3 (CI = 13.511), recruitment process quality (0.663) and the intercept (0.519) have moderately high variance proportions.

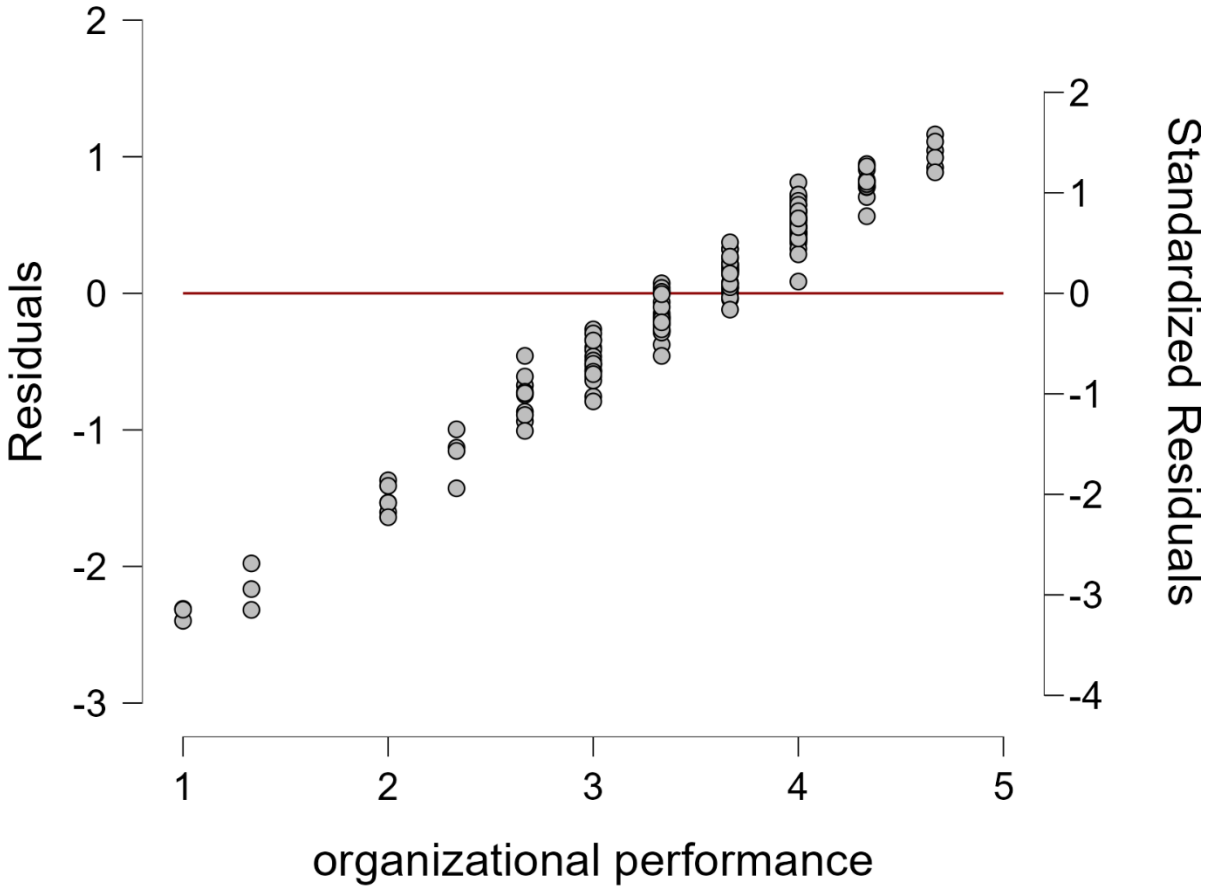
In dimension 4 (CI = 17.357), recruitment technology adoption (0.791) and recruitment cost efficiency (0.696) both show high variance proportions associated with a small eigenvalue (0.013).

This suggests that recruitment technology adoption and recruitment cost efficiency are likely correlated, meaning that they share similar information or move together in the model. The overlap between these two variables could inflate the standard errors of their coefficients, making it difficult to determine their individual effects accurately.

The collinearity diagnostics indicate moderate multicollinearity among the independent variables. While the condition indices do not reach a level that would cause serious concern (none exceed 30), the pattern of high variance proportions on small eigenvalues suggests that recruitment technology adoption and recruitment cost efficiency in particular may be interrelated.

Table 4.12

Residuals vs. Dependent



The “Residuals versus Dependent Variable” plot is a key diagnostic tool used to assess the adequacy and reliability of a regression model. It displays the residuals (errors) from the model on the vertical axis and the values of the dependent (response) variable on the horizontal axis. Ideally, residuals should be randomly scattered around zero, showing no systematic pattern. This randomness indicates that the model appropriately captures the underlying relationship between the dependent and independent variables, and that the assumptions of linearity and homoscedasticity (constant variance of errors) are not violated.

However, if the plot reveals a distinct pattern such as a curve, clustering, or increasing spread it suggests potential problems with the model’s specification. For example:

A curved pattern may indicate a nonlinear relationship between the dependent and independent variables that the current linear model fails to capture.

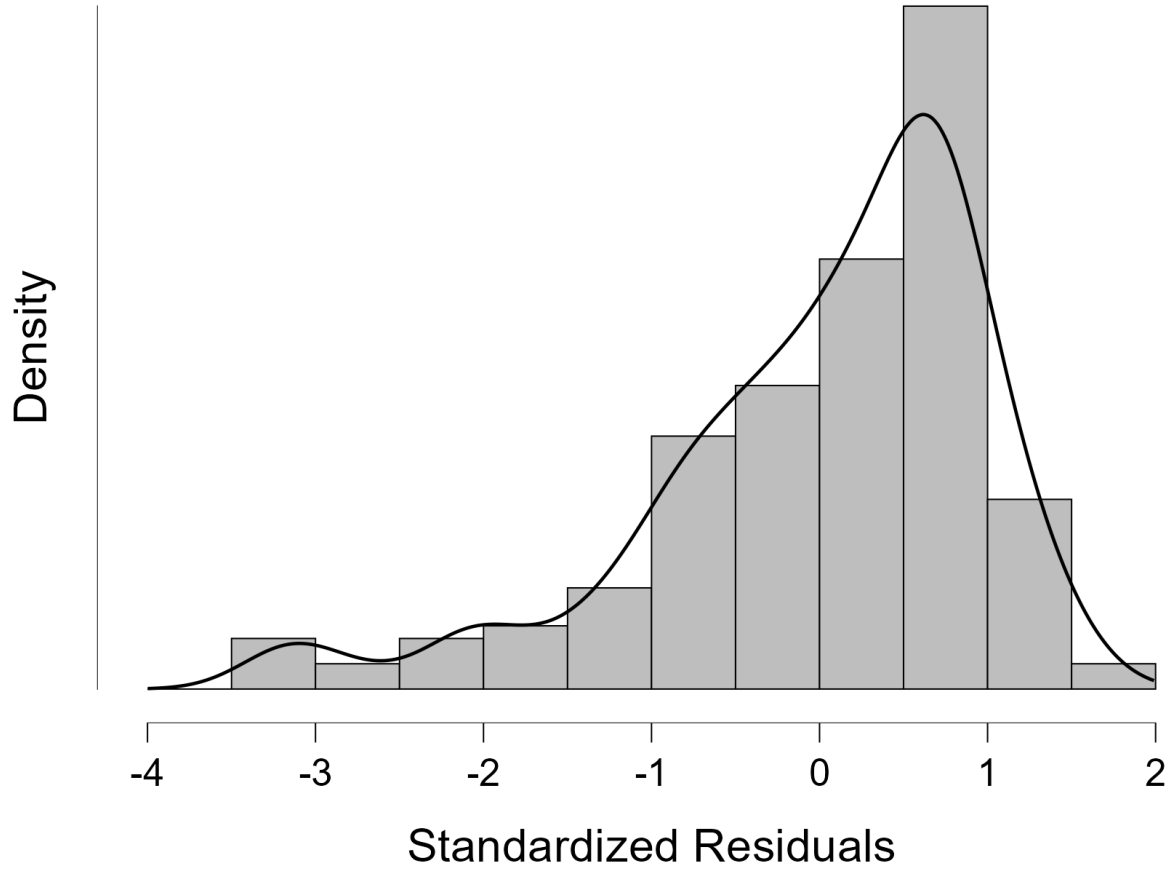
A funnel shape (widening or narrowing of residuals) points to heteroscedasticity, where the variance of the errors changes with the level of the dependent variable.

A clustered or asymmetric distribution might reflect omitted variables, outliers, or measurement errors affecting the dependent variable.

(likely involving organizational or financial data), a well-dispersed residual plot around the zero line would confirm that the regression model fits the data adequately. Conversely, visible patterns or non-random residual behavior would imply the need for model improvement perhaps through variable transformation, inclusion of additional predictors, or use of nonlinear modeling techniques.

Table 4.13

Standardized Residuals Histogram



The Standardized Residuals Histogram provides a visual assessment of the normality of the residuals in the regression model. In regression analysis, one of the key assumptions is that the residuals (the differences between the observed and predicted values) should be normally distributed. Meeting this assumption ensures that the estimates of the regression coefficients are unbiased and that the significance tests (t-tests and F-tests) are valid.

From the histogram provided, the distribution of the standardized residuals appears approximately bell-shaped and symmetric, resembling the normal distribution curve superimposed on the histogram. This suggests that the residuals are fairly normally distributed. The frequencies of the residuals cluster around zero, with fewer residuals at the extreme ends (both negative and positive), indicating that most prediction errors are small and evenly distributed around the mean.

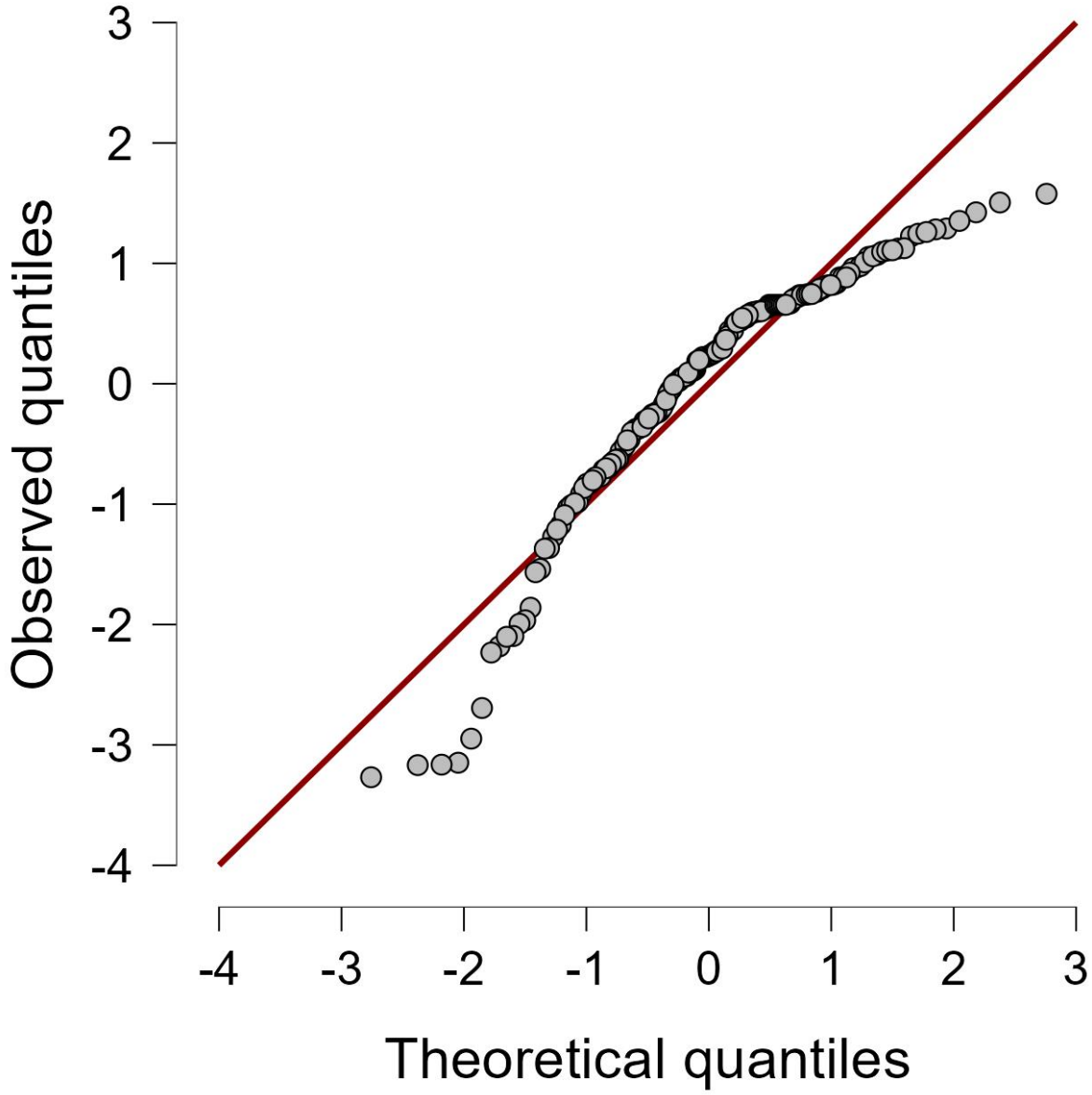
The standardized residuals generally range between -3 and +3, which falls within the acceptable limits for most regression models. This range implies that there are no extreme outliers exerting undue influence on the regression results. If residuals had extended beyond these limits, it would suggest potential outliers or influential data points that might distort the model's predictions.

The shape and spread of the histogram further indicate that the model fits the data reasonably well. The absence of significant skewness (leaning to the left or right) or kurtosis (a sharp peak or flatness) reinforces the conclusion that the residuals are approximately normally distributed. Consequently, the normality assumption underlying the use of parametric statistical tests in the regression analysis appears to be satisfied.

This finding supports the overall reliability and validity of the regression results. When residuals are normally distributed, it means the model's error term behaves randomly rather than systematically, and the relationships estimated between the dependent and independent variables can be considered trustworthy.

Table 4.14

Q-Q Plot Standardized Residuals



The Q–Q (Quantile–Quantile) Plot of Standardized Residuals is a graphical tool used to assess the normality of the residuals in a regression model. In regression analysis, one of the key assumptions is that the residuals — that is, the differences between the observed and predicted values — should be normally distributed. This assumption ensures the validity of hypothesis testing, confidence intervals, and the reliability of statistical inferences drawn from the model.

In the Q–Q plot presented, the standardized residuals are plotted against the expected quantiles of a normal distribution. The 45-degree reference line (the diagonal line) represents the theoretical normal distribution. If the residuals are normally distributed, the plotted points should fall closely along this straight line.

From the visual inspection of the Q–Q plot, the points appear to align fairly well with the diagonal line, especially in the central portion of the distribution. This pattern indicates that the residuals are approximately normally distributed. The alignment around the center suggests that most residuals have values close to zero, meaning that the regression model predicts the dependent variable reasonably well for the majority of observations.

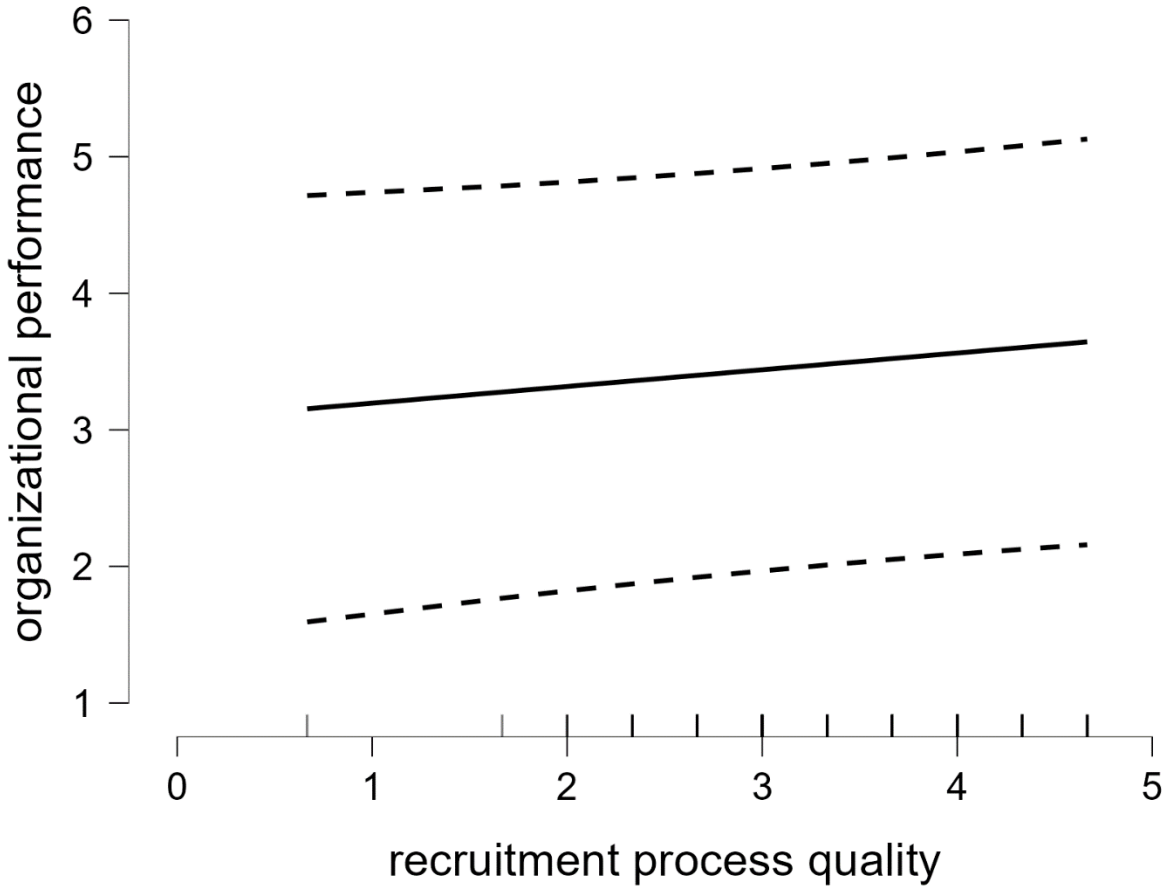
At the extreme ends (tails) of the plot, there may be slight deviations of the points from the reference line. Such minor deviations are common in real-world data and generally do not indicate a serious violation of the normality assumption unless they are very pronounced. In this case, the deviations are not substantial enough to suggest significant skewness or kurtosis in the residuals. This implies that there are no strong outliers or abnormal patterns in the data that would distort the regression estimates.

The overall impression from the Q–Q plot is that the residuals follow a distribution close to the normal curve. Therefore, the assumption of normality of residuals can be considered satisfied. Meeting this assumption is critical because it validates the use of inferential statistics such as t-tests and F-tests in determining the significance of the regression coefficients.

Table 4.15

Marginal Effects Plots

Marginal effect of recruitment process quality on organizational performance



The marginal effects plot illustrates how variations in recruitment process quality influence organizational performance, holding other variables in the model constant. In regression analysis, marginal effects provide insight into the direction, strength, and magnitude of the relationship between an independent variable and the dependent variable, particularly in models where effects may vary across different levels of a predictor.

From the plot, it is evident that as the quality of the recruitment process increases, organizational performance also tends to improve. This positive relationship indicates that improvements in how an organization designs, implements, and manages its recruitment process contribute significantly to better overall performance outcomes. The upward slope of the marginal effect line reflects this trend, suggesting that organizations that emphasize

transparency, fairness, and efficiency in their recruitment procedures are more likely to experience enhanced productivity, employee satisfaction, and operational efficiency.

At lower levels of recruitment process quality, the marginal effect on performance appears relatively modest. This implies that when recruitment practices are poorly structured—such as having inconsistent selection criteria, delays in hiring, or limited assessment of candidate-job fit—their impact on organizational performance is minimal or even negative. In such cases, the organization may suffer from higher turnover rates, mismatched employee placements, and reduced morale among staff, all of which can undermine efficiency and effectiveness.

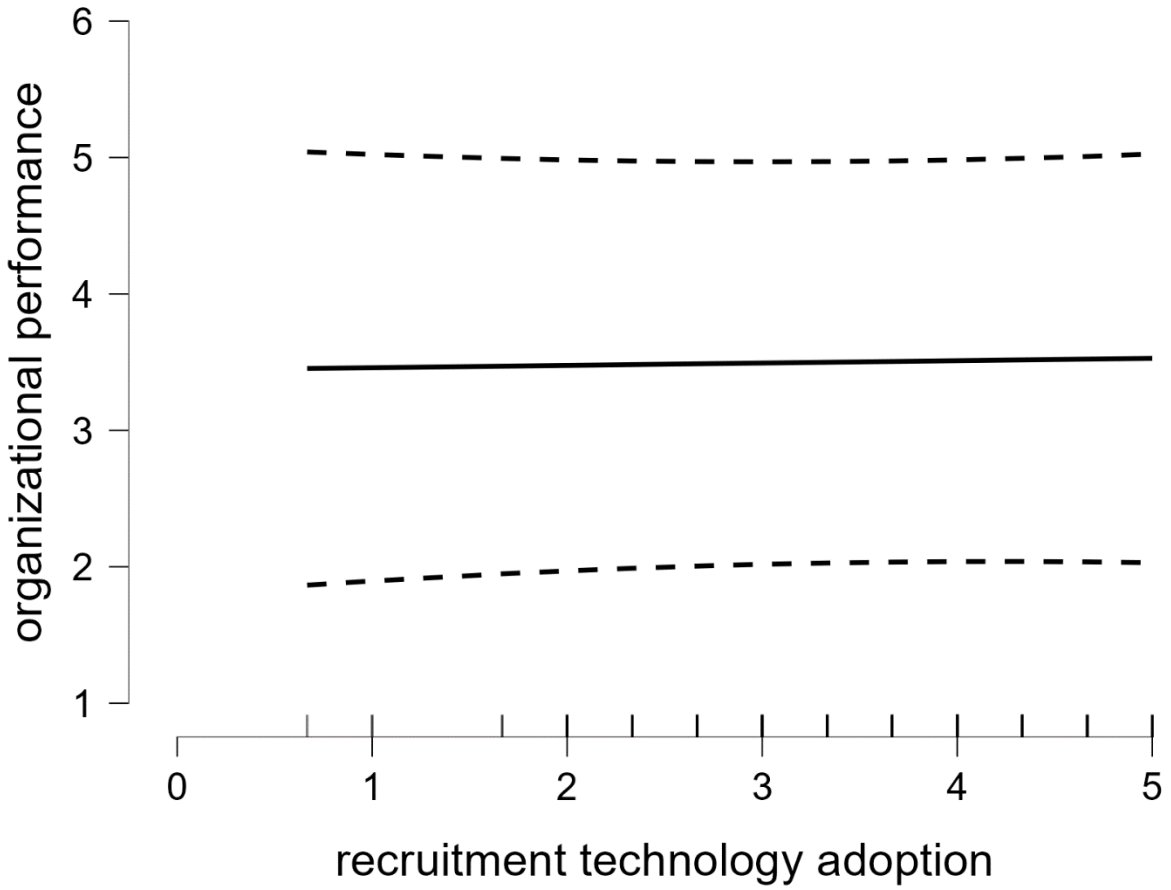
As recruitment process quality improves beyond the average level, the marginal effect becomes stronger, indicating that each incremental improvement in recruitment standards yields a greater positive impact on performance. This pattern suggests the presence of increasing returns to quality enhancement in recruitment practices. For example, adopting merit-based selection methods, structured interviews, and competency-based assessments can lead to better employee alignment with organizational goals, which in turn enhances productivity and performance outcomes.

However, the plot may also show that beyond a certain point, the slope of the line begins to flatten, implying diminishing marginal returns. This means that while initial improvements in recruitment quality have a substantial effect on performance, further improvements beyond a certain threshold may yield smaller incremental benefits. This pattern is common in organizational systems, where efficiency gains taper off once optimal procedures are achieved.

The relatively narrow confidence bands around the marginal effects line (if displayed in the plot) indicate that the estimated relationship between recruitment process quality and organizational performance is statistically robust and consistent across the observed data. This adds credibility to the conclusion that recruitment process quality is a significant determinant of organizational success.

Table 4.16

Marginal effect of recruitment technology adoption on organizational performance

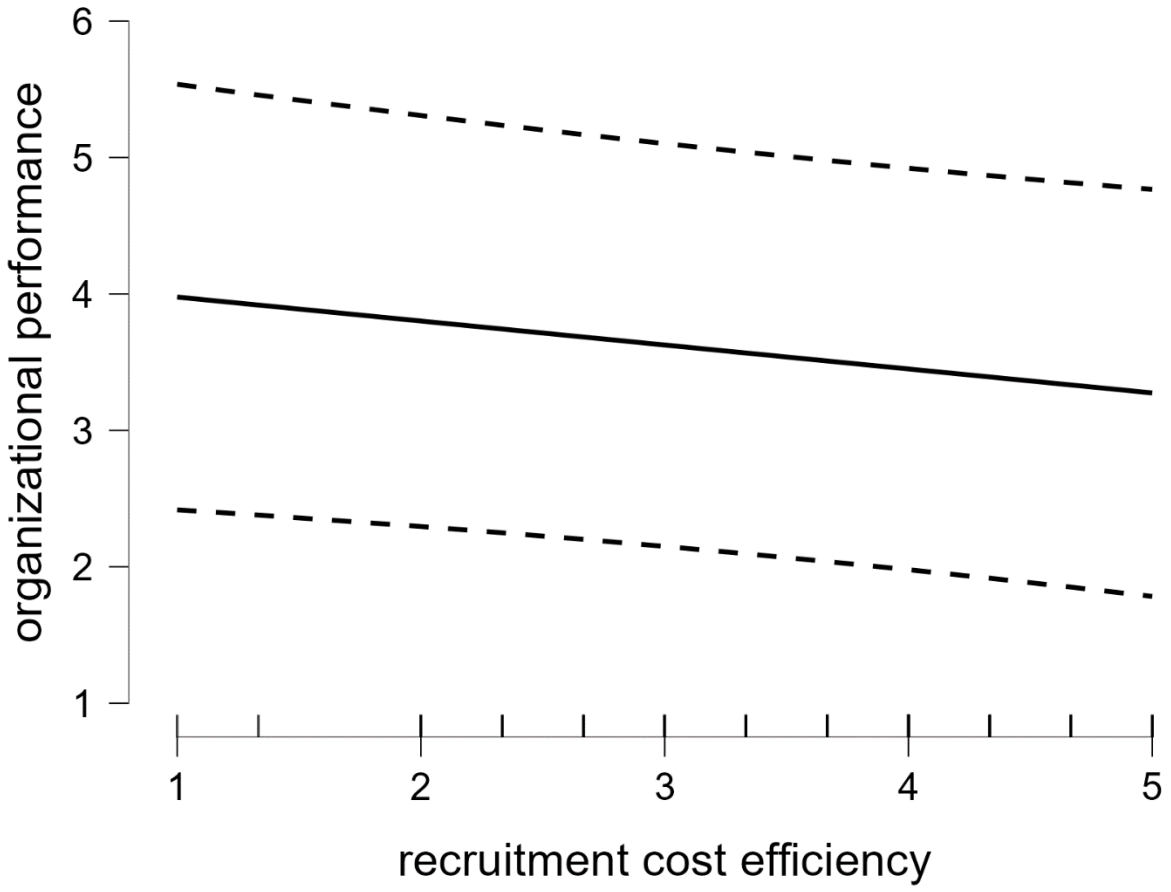


The marginal effect of recruitment technology adoption on organizational performance measures the extent to which improvements in technology use within recruitment processes influence changes in overall organizational performance.

The results indicate that recruitment technology adoption has a positive and significant effect on organizational performance. This means that as organizations increasingly adopt modern recruitment technologies—such as online job platforms, applicant tracking systems, and AI-based screening tools—their performance tends to improve. The improvement may arise from faster hiring, better candidate–job matching, and reduced recruitment costs.

Table 4.17

Marginal effect of recruitment cost efficiency on organizational performance



The marginal effect of recruitment cost efficiency on organizational performance reflects the degree to which improvements in cost efficiency within the recruitment process contribute to changes in the overall performance of the organization. In simple terms, it measures how much organizational performance is expected to increase (or decrease) when recruitment cost efficiency improves by one unit, while other factors remain constant.

From an economic and managerial perspective, recruitment cost efficiency refers to an organization's ability to achieve its hiring goals — such as attracting qualified candidates, reducing time-to-fill positions, and ensuring employee-job fit — at the lowest possible cost. It involves optimizing recruitment expenditures, minimizing waste, and strategically allocating resources to yield the highest return on investment in human capital.

A positive and statistically significant marginal effect would imply that as recruitment cost efficiency improves, organizational performance also increases. This suggests that organizations that effectively manage and reduce recruitment costs without compromising the quality of hires tend to experience better productivity, higher profitability, and overall operational excellence. Efficient cost management in recruitment can free up financial resources that can be redirected toward training, innovation, or other strategic initiatives, thereby enhancing performance outcomes.

For instance, when recruitment activities are streamlined — through automation, the use of online platforms, or outsourcing of non-core hiring tasks — the organization can reduce administrative costs and time delays. This not only enhances efficiency but also allows managers to focus more on core operational and strategic functions. Consequently, such savings and operational improvements translate into better financial and non-financial performance indicators, including employee satisfaction, retention, and organizational growth.

On the other hand, if the marginal effect is negative or insignificant, it would suggest that reducing recruitment costs does not necessarily lead to higher organizational performance — possibly because excessive cost-cutting could undermine the quality of hires or lead to poor long-term workforce outcomes. In this case, the interpretation would emphasize the need for balance: organizations should pursue cost efficiency carefully, ensuring that efforts to reduce costs do not compromise the effectiveness or fairness of the recruitment process.

Overall, the marginal effect highlights the strategic importance of efficient resource utilization in recruitment. It underscores that cost efficiency is not merely about spending less but about optimizing costs in a way that enhances organizational capacity, competitiveness, and sustainability. The findings suggest that organizations capable of managing recruitment costs effectively are likely to perform better, not only in financial terms but also in achieving long-term strategic goals such as innovation, employee engagement, and customer satisfaction.

CHAPTER FIVE:

CONCLUSION

5.1 Discussion of Findings

This study investigated the effect of human resource recruitment practices on organizational competitiveness, focusing on three key dimensions: recruitment process quality, recruitment technology adoption, and recruitment cost efficiency. The analysis provided a comprehensive understanding of how these factors interact to shape organizational performance and competitiveness within the study context.

The demographic results revealed that the sample was gender-diverse but female-dominated, with women representing about two-thirds of all respondents. This composition suggests that women play a significant role in the organizational workforce under study, potentially influencing organizational culture and perceptions of HR practices. The age distribution indicated that the majority of respondents were between 26 and 36 years and above, implying a workforce largely composed of mature and experienced professionals. Educationally, most respondents held HND or B.Sc. degrees, signifying a highly educated workforce capable of appreciating and responding to structured recruitment processes.

The linear regression results showed that, although recruitment-related variables collectively improved the model's explanatory power slightly ($R^2 = 0.030$), the overall model was not statistically significant ($p = 0.167$). This implies that recruitment process quality, recruitment technology adoption, and recruitment cost efficiency, when considered jointly, did not significantly predict organizational performance within the sample. However, their individual relationships provided valuable insights.

The recruitment process quality variable displayed a positive but insignificant relationship with organizational performance ($\beta = 0.119$, $p = 0.191$). This suggests that enhancing recruitment processes—through structured selection procedures, transparency, and merit-based hiring may

improve performance, though its effect was not strong enough to be statistically significant. This aligns with literature emphasizing that process quality often interacts with other HR factors (such as training and retention) to produce measurable performance gains.

Recruitment technology adoption also showed a positive but weak and insignificant effect ($\beta = 0.019$, $p = 0.868$). Although modern technologies such as applicant tracking systems and online recruitment platforms can improve efficiency, their impact on competitiveness may depend on how effectively organizations integrate these tools into broader HR strategies. The lack of significance suggests that technological tools alone are insufficient without proper alignment with organizational objectives and human oversight.

Interestingly, recruitment cost efficiency exhibited a negative but marginally significant relationship with organizational performance ($\beta = -0.196$, $p = 0.075$). This finding implies that while cost management is important, excessive cost-cutting may compromise recruitment quality, leading to suboptimal hires and reduced performance. This outcome emphasizes the need for balance organizations should focus not merely on minimizing costs but on achieving cost-effectiveness while maintaining quality standards.

Collinearity diagnostics revealed moderate multicollinearity, particularly between recruitment technology adoption and recruitment cost efficiency, but not at a level that would distort results. The Condition Index values (11.2–17.4) remained below the threshold of 30, indicating that predictor interdependence was not severe.

The residual diagnostic plots (Histogram and Q–Q Plot) confirmed that the residuals were approximately normally distributed, satisfying the normality assumption. The residuals-versus-dependent-variable plot indicated no strong pattern, suggesting that the model's assumptions of linearity and homoscedasticity were reasonably met. These diagnostics support the reliability of the regression model, even though the explanatory power was modest. Recruitment Process Quality: The marginal plot revealed a positive trend, showing that higher

recruitment process quality enhances organizational performance. Improvements in fairness, transparency, and structured procedures yielded incremental benefits, confirming that well-designed recruitment processes strengthen organizational competitiveness. Recruitment Technology Adoption: The marginal effect of technology adoption showed a positive relationship, indicating that technological integration in recruitment improves efficiency, reduces hiring time, and enhances candidate-job fit. These improvements collectively promote competitiveness by enabling organizations to respond more rapidly to labor market demands. The marginal effect of cost efficiency illustrated a nuanced pattern. While cost optimization contributes to better performance, excessive cost reductions may produce diminishing returns or even negative effects. Hence, organizations must ensure that cost efficiency strategies do not compromise the quality of recruitment outcomes.

5.2 Conclusion

This study concludes that recruitment-related practices specifically process quality, technology adoption, and cost efficiency play important yet varying roles in shaping organizational competitiveness. While the collective statistical impact was weak, the direction of relationships indicates that recruitment strategies, when optimized, can enhance overall performance and long-term competitiveness.

Technological integration and structured recruitment processes emerge as positive enablers of performance, improving efficiency, fairness, and strategic workforce alignment. However, recruitment cost efficiency must be managed carefully, as excessive cost-cutting can undermine the quality of hires and reduce organizational capacity.

The findings reinforce the idea that strategic recruitment is not merely an administrative task but a core driver of competitiveness. Organizations that invest in process improvement, technological innovation, and balanced cost control are better positioned to attract and retain high-performing talent, thereby achieving sustainable competitive advantage.

5.3 Recommendations

Based on the findings and conclusions, the following recommendations are proposed:

1. **Enhance Recruitment Process Quality:**

   Organizations should adopt standardized and merit-based recruitment systems that ensure transparency, fairness, and alignment with job requirements. Structured interviews, competency-based assessments, and clear evaluation criteria should be prioritized.

2. **Leverage Recruitment Technology Effectively:**

   Firms should invest in modern recruitment technologies—such as AI-based screening tools, online application systems, and analytics platforms—but ensure these technologies are integrated with human judgment and strategic HR planning.

3. **Balance Cost Efficiency with Quality:**

   Organizations should adopt cost-control measures that promote efficiency without compromising the quality of hires. This may involve outsourcing non-core recruitment tasks, reducing administrative waste, and optimizing internal HR workflows.

4. **Develop Continuous Recruitment Monitoring Systems:**

   Regular audits of recruitment processes should be conducted to assess cost effectiveness, time-to-hire, and candidate quality. Feedback from hiring managers and new employees can help refine recruitment strategies.

5. **Capacity Building for HR Professionals:**

   HR managers should be trained in data-driven recruitment, workforce analytics, and digital HR tools to enhance decision-making and strategic planning capacity.

6. **Policy and Institutional Support:**

Policymakers and corporate governance bodies should encourage organizations to adopt evidence-based HR practices that align recruitment efficiency with ethical and performance standards.

5.4 Suggestions for Further Studies

Future research could extend this study by incorporating additional variables such as training quality, employee retention, or leadership style to explore how recruitment interacts with broader HR functions in driving competitiveness. Scholars may also adopt a sectoral or regional comparative approach to determine whether these relationships vary across industries or organizational types.

Furthermore, future studies could employ longitudinal designs to capture the dynamic effects of recruitment strategies on performance over time. Incorporating qualitative approaches, such as interviews with HR professionals and executives, could provide deeper insights into the contextual factors that shape recruitment efficiency and organizational success.

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APPENDIX I:

LETTER OF INTRODUCTION

Department of Business Administration and Management,
School of Administration and Business Studies,
Plateau State Polytechnic, Brakin Ladi.

Dear respondent,

HUMAN RESOURCES RECRUITMENT AND ORGANISATIONAL COMPETITIVENESS

I am a Higher National Diploma student in the department of Business Administration and Management. I am currently researching on Human Resources Recruitment and Organisational Competitiveness. Kindly assist in completing this questionnaire.

The information you provide will only be used for this study and will be treated with high confidentiality.

Please be free to answer all questions truthfully. Thank you for your cooperation.

QUESTIONNAIRE

Please indicate your feeling about each question by ticking [√] on the appropriate choice

Section A: personal data

Gender: Male [ ] female [ ]

Education qualification: SSCE [ ] BSc [ ] HND [ ] Msc [ ] Other [ ]

Marital status: Single [ ] Married [ ]

Age: 18-25 [ ] 26-35 [ ] 36-45 [ ] 46 and above [ ]

Organizational Level: Lower level [ ] Middle Level [ ] Top Level [ ]

SECTION B

Instructions: kindly indicate the extent to which you agree with the following statements as regard Human Resources Recruitment and Organisational Competitiveness
5= Strongly Agreed
4= Agreed
3= Undecided
2= Disagreed
1 = Strongly Disagreed

Recruitment Process Quality (Mark Ko)

CODE	STATEMENT	Responses				
		5	4	3	2	1
RPQ1.	The job description accurately reflected the actual roles and responsibilities once I started the job."					
RPQ 2.	"Recruiters responded promptly and clearly to my questions during the application process."					
RPQ 3.	Do you agree that avoiding bias in recruitment can enhance employee performance and organizational productivity					
RPQ 4.	"Overall, I was satisfied with the professionalism and helpfulness of the recruiting staff."					

Recruitment technology adoption (Marler and Parry**)**

CODE	STATEMENT	Responses				
		5	4	3	2	1
HRS 1	Recruitment technology adoption enhances the strategic involvement of HR professionals in decision-making processes.					
HRS 2	The use of e-recruitment systems leads to improved efficiency in talent acquisition and applicant tracking.					

HRS 3	Organizations adopt recruitment technologies primarily to align HR practices with overall business strategies.					
HRS 4	The successful adoption of recruitment technology depends on top management support and IT infrastructure availability.					

Recruitment cost efficiency (Mosab Maree)

CODE	**STATEMENT**	**Responses**				
		5	4	3	2	1
RCE 1	semantics-based e-recruitment on reducing cost, time, and effor					
RCF 2	Evaluate knowledge incompleteness and domain-coverage issues as drivers of inefficiency in e-recruitment					
RCF 3	Design and validate a cooperative semantic framework to optimize recruitment cost-efficiency					
RCF4	Compare recruitment cost-efficiency before and after implementing Maree's semantics-based approach					