



PRIMARY RESEARCH

# An appraisal of the effect of recruitment and selection and employment security on employees' performance intentions of LEADWAY assurance company

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## Keywords

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## Abstract

Employees performance are critical to organization overall success. Organization may secure abundant physical resources without the efficient inputs of its human resources (employees) all other resources will be inactive. Employees are regarded as vital resources owing to their significance role in organization performance. This study therefore appraises the effect of recruitment and selection and employment security on employees' performance in the Nigerian Insurance Industry. The essence of the study is to ascertain the extent/degree of influence the above constructs exerts on employees' intention to perform their assigned duties. The Cross-sectional survey design was adopted, questionnaire was used to elicit responses from 350 respondents, both descriptive and inferential techniques were used for data analysis and tests of hypotheses were at 0.05 significance level. Finding revealed a positively significant relationship between recruitment and selection and employees' performance intention. Result also established that employment security has a strong positive/significant relationship with employees' performance intention. That's, recruitment, selection and employment security accounts for a positive attitudinal changes of employees in the Insurance firm. This study assessed the impact of recruitment and selection and employment security on employees' performance intention in the Nigerian insurance sector, proving strong empirical insight into the factors that contribute to organization workforce performance. Secondly, it is observed that studies that assessed the factors highlighted in this study are scarce. This study contributes to knowledge by being one of the single pioneer studies of these HRM practices in the Nigerian Insurance sector.

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## INTRODUCTION

Employee performance facilitates and ensures organization overall operational success (achievement) in today's highly turbulent and challenging world of business; therefore hiring a highly committed and effective employee is very strategic to every business-oriented organization simply because the bedrock of every business enterprise rests tenaciously on its workforce whose performance, commitment, skills-based knowledge, competency and potential advances organization operational course (Adeoye, Elegunde, Tijani, & Oyedele, 2012). In literature, employees are described as organization most critical assets and cannon folders required by enterprises to reach goals; i.e. meeting customers' wants/needs, shareholders wealth cre-

ation and that of the organization)(Akpoiyibo, 2021). In a bid to ensure the best clusters of employees are hired, organizations managers are challenged to adopt global best practice recruitment and selection practices. This guarantees that only the best hands are engaged from the pool/cluster of prospective candidates/employees during the selection process. Empirically, it has been established that employees' performance intentions are products of certain factors present in the workplace (Soares, Júnior, & Meira, 2009). Recruitment and selection, and employment security are some of these factors found to exert considerable level of significant influence on employee performance intention in the work place (Mugambi & Omuya, 2023; Oyadiran, 2023; Ahmed et al., 2017).

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Oyadiran (2023) posited that an unprofessionally draw-up and implemented recruiting process may give prospective employees an unfavorable perception/impression of the organization, which invariably might have a profound impact on their performance intention and future working relationships. Recruitment involves the gathering of multitudes of prospective applicants who are seeking employment with the organization. Selection involves/embraces a strategic procedure where these applicants are prune according to set terms and conditions. It is the process of selecting from a pool of candidates from whom to fill vacant or existing jobs. Evidence has shown that Insurance institutions have made best-practice recruitment and selection a top priority. It's also argued that during selection process squared and unsquared pegs can easily be discovered and sorted out accordingly. Recruitment and selection are managerial practices that assist organization to hire the best out of the diverse homogeneous prospective employees in the workplace. According to Grindle (2019) recruitment and selection has a favorable and significant effect on the quality of organization personnel and their performance intentions. Research conducted by Mugambi and Omuya (2023) discovered a noteworthy positive and significant correlation between recruitment and selection within public universities in Meru County. Consequently, the study concludes that recruitment and selection exerts significant influence on employee performance in the workplace (Mugambi & Omuya, 2023). In the same facet, Bailey (1993) opines that recruitment and selection showed positive affinity/influence on employee performance.

The job of every job holder is important and as such they would react to or with any changes or threat to their means of livelihood that crop up within. According to Majumder (2012) employment security is one of the critical components or aspects that gives employee deep sense of attachment with or to the organization, and stability of employment (job) in the workstation usually upscale employees' overall level of performance on their job duties. Apparently Bhuian and Islam (1996) argued that employees do not hesitate to put in their best on the job when they are assured or guaranteed that their employments are secured. In his study, Yousef (1998) established a direct positive correlation between employment security and employee performance intention in the workstation. Furthermore, guaranteeing employees' employment continuation or safety in the workplace motivates or propels them to be fully committed to the set targets of the organization and by extension perform more job functions or duties (Baker & Abu-Ismael, 1993).

Bailey (1993) and Yousef (1998) opined that recruitment and selection and employment security exerts considerable degree of influence on employee performance. However, inconsistency exists regarding the determination of the degree of such influence or impact on today's employee's work attitude and performance. Secondly, from this study literature it was discovered that studies that have assessed the effect of recruitment and selection, and employment security in the insurance sector were conducted in the developed countries. And often time findings of studies conducted in developed nations bring adverse consequences to developing nations due to the differences in government policies, environmental forces, infrastructures, and perceptions, socio-economic, political and cultural background. Therefore, a study in developing economy like Nigeria is needed. Thirdly, prior studies gave credence to the impact of recruitment and selection, and employment security on employees' commitment, performance and engagement but known has jointly assess the HR practices highlighted in this study Don-Baridam (2024), Elsayed Ibrahim Abouelenien, Hani Abd-Elhady, Mohamed Hussien, and Ezzat Hashad (2024), Oyadiran (2023), Mugambi and Omuya (2023), Okoro and Ndema (2023), Ukpabi and Salaudeen (2021), Ahmed et al. (2017). Fourthly, theses extant studies fail to establish precise empirical evidence about the affinity between recruitment and selection, and employment security and employee performance intentions. This study therefore bridges this gap and adds to the body of knowledge by being one of the single pioneer studies that conducted a comprehensive survey of the effect of recruitment and selection, and employment security on employee intention in the Nigeria Insurance sector.

### **Objectives of the study**

The major objective of the research is to examine the effect of recruitment and selection, and employment security on employees' performance intention of Leadway Assurance Company, Ogun State, Nigeria. To achieve the major objective, the following specific objectives were formulated.

- To Explore the relationship between recruitment and selection and employees' performance intention.
- To Investigate the relationship impact between employment security and employees' performance intention

### **Research Questions**

- This study is guided by the following structured research questions. This is necessary to provide a cursory grasps into the study's direction.

- What nature of relationship exists between recruitment and selection and employee's performance intention?
- To what extent does employment security influence employee's performance intention?

## LITERATURE REVIEW

### Conceptual Review and Conceptual Framework

Employee performance is very central to the organization and its overall operations success. Organizations may secure abundant physical resources without efficient handling and application by its human resources (employees) other resources (material, machine, methods and money) will be inactive/dormant. Hence, employees are regarded as vital resources of every organization because of their significant position in the performance of the organizations. They are essential to customers' quality service delivery, shareholders' wealth creation (dividends), sundry operations and general efficiency. As a result, employers are expected to obtain better and continuous efforts from the employee; although this comes with reciprocity (give and take). This view was the major proponent of the social exchange theory. SET holds that organization only harvest or reaps from the patterns of behavior it motivated in the workplace. Therefore, organization's performance is dependent to a very reasonable feat on the performance of its workforce.

### Recruitment and Selection and Employees Performance Intention (A Review)

Nguti and Mose (2021) averred that employee performance may benefit from the recruitment and selection practices adopted by organizations. That is, when employee with the right resume is selected to fill opening; the propensity that such worker will do well is indeed high and promising. Organizations adherence to best practices in screening assessment and evaluation of prospective candidate's experiences, abilities and knowledge is encouraged. Findings from the study conducted by Munir (2022) established that organization's performance and productivity increases when it workforce is staffed by employees who possess the mandatory levels of cognate experience and educational qualifications. Similar, Omotunde and Alegbel-eye (2021)) found that merit-based hiring practices have a significant correlation with employees' increased productivity and performance on the job. The result further reveals that lackluster method/approach to recruiting had resulted in the employment of unqualified individuals (unsquared pegs). Similarly, research on recruitment and se-

lection in Egypt conducted by Karim, Bhuiyan, Kumer, Nath, and Bin Latif (2021) found that effective selection methods showed a significant influence on organizations workforce performance and productivity.

Allui and Sahni (2016) and Amaeshi (2014) disclosed that the overall goal of organization recruitment is to acquire at minimum efforts and cost the quality of employees strategically needed with the right skills, attitudes and capabilities to deliver, meet and satisfy its strategic goals. At the same time, selection implies assessing and judging applicant on a range of criteria such as, years of cognate experiences applicants are bringing to bear on the job, willingness to work with little or without supervision. This includes leadership acumen, perseverance and, persistence. Spence Laschinger, Leiter, Day, and Gilin (2009) opined that recruitment process should be suitable and flexible to easily identify and analyze all prospective candidates' aptitudes, skills, talents types. Recruitment programs assist organizations to source, recruit and secure qualified candidates who are skilled, talented and competent enough to deliver and handle work related situations. According to Takeuchi, Chen, and Lepak (2009) it is often easier to cloudburst skilled and talented employees to incompetent employers. However, a decent recruitment and selection approach can assist organizations to effectively and efficiently manage costs of training and development program processes. Employee that undergoes the rigors and demanding organization selection process is reposed with high tendency and propensity to perform on the job if eventually sourced.

Zimmerman and Darnold (2009) averred that besides sophisticated technologies, and other material resources, organization is expected to acquire efficient, resourceful and powerful human capital to bring about profitable results. In most cases, organizations desire competent and result-driven employees to handle and control finances, materials, operating and handling machines, software, scheduling plant and planning programs of administrative strategies, policies, technical, clerical and administrative works. In a nutshell, if recruitment and selection processes are watertight the right person would surely be engaged and by extension if squared pegs (right employees) are placed in a squared opening (the right job) employees and the organization stand to benefit. Mugambi and Omuya (2023) found positive affinity between recruitment and employee performance from their study.

### **Employment Security and Employee Performance Intention (A Review)**

Every employee in the organization looks up to the continuation of their job with rapt certainty without unanticipated sudden job loss. Employment safety in the workplace makes employees less perturbed and enthusiastic while carrying out their day-to-day job duties to their employer. Islam and Syed Shazali (2011) affirmed that employee employment security is perceived/regarded as an important factor in the organization that propels or up-scales their job performance intentions. Employee performance fosters organization productivity and profitability. In addition, employee job security makes important impact and contributes to improving workplace effectiveness and performance. Employment security is a firm trust- yielding facet of employee employment contract between employers in the organization. In other words, if employees are convinced and have some level of confidence and trust that their work is safe or secured, they can be very relaxed and have full concentration to do extraordinarily better in their job. However, such trust and confidence often instills a high sense of job performance, courage, determination, assurance in them in their employment with the organization, and when circumstances/situations change or something goes wrong by eventuality, their jobs (means of livelihood) will not be in jeopardy (Arabi, 2000; Kanval, Ihsan, Irum, & Ambreen, 2024). Marchington and Grugulis (2000) averred that employment security is a fundamental facet of every employment contract. This is to underscore the reminder of HR practices simply as a result, it is unarguably regarded as purely far-fetched and unrealistic to demand active organizations' employees to offer their best in their current jobs without any explicit guarantee/assurance or evidence of some perceived expectations and presence of provisions of employment security (Marchington & Grugulis, 2000; Jam, Akhtar, Haq, Ahmad-U-Rehman, & Hijazi, 2010).

According to Marchington and Grugulis (2000) the term "employment security" is prevalent and very profound in Japanese organizations work situations. Workers are first offered some level of job security assurance in exchange for and agreeing to flexibility and mobility in their current employment with the organization. Pfeffer (2005) further added to the reason and need for employment security provision in the organization's work situation; according to him, this is in with concern to cost, inconveniences; and rivals or competitors, sending/laying people off too often, may result in cost for the business organizations that have done marvelous works in the area of rigorous selection, quality training and development of their workforce (em-

ployees). Marchington and Grugulis (2000) emphasized that laying off of well and adequately trained workers frequently can create significant strategic missiles or drawbacks that rivals/competitors can leverage on to undo its opponents in the industry. Employment security, the ILO (1995) revealed that workers have protections/coverings against indiscriminate, sudden, and arbitrary layoff or dismissal from the employment contract of the organization as well as having a binding long-term employment contract and having employment status flavor and relations that avoid and guide against casualization of workers in whatever situation. Often time, employees usually search or seek employment where the security and protection of such job is of exclusive consideration and interest of both the organization's management and employees. And with such statutory flavors and assurance, employees' performance and commitment to the growth and sustainability of the organization are guaranteed ILO (1995).

Burchill (2005) viewed the term "employment security" as employee's basic concern and calculation that their jobs or significant aspects are secured and protected from danger of unwarranted layoff tendencies. Further, organizational and industrial Psychologists also averred that employment security is one important factor that creates and enhances employees' performance in any business organization (Sy, Tram, & O'hara, 2006). Alnajjar (1996) from his study, he found a positive and significant correlation between employment security and employees' performance in the organization studied. Arabi (2000) opined that employment security has to do with the thought of having secured and guaranteed employment and the assurance and promises of its continuance and sustenance both currently and in the future. It has to do with the absence of threatening situations, circumstances, and factors in the organization. In a nutshell, individual employees in the organization with perceived feelings of employment security are very likely and readily willing to be more resourceful and committed to the overall pursuits of the organization's objectives, long-term goals, and mission as opposed to those whose employment is lacking such provision or without statutory flavor (Jandaghi, Mokhles, & Bahrami, 2011).

Ahmed et al. (2017) examined employment Security and employee performance. They adopted critical analysis with PLS-SEM survey method of 392 employees of RMG industry/firm in Bangladesh. The study finds out that employment security has a significant impact on employee job performance. This study concludes this section by adding that employment security is instrumental to employee performance, and employee performance is vital to organiza-

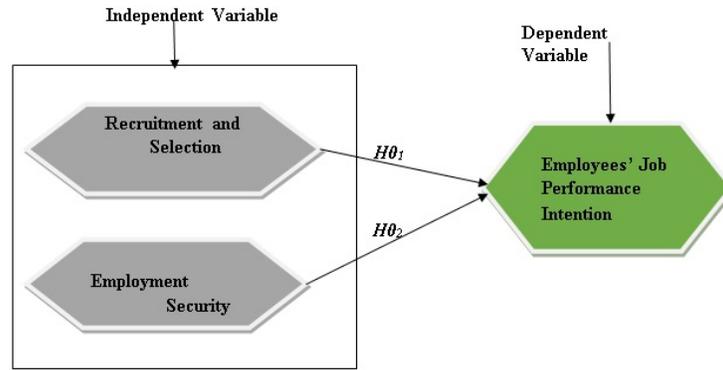
tion overall success. Employee with job security will have a high intention to perform assign job duties as opposed to those whose employment is lacking such provision.

**Hypotheses of the Study**

To guide the study objectives, the following null hypotheses were drawn from the research questions.

**H01:** There is no significant relationship between recruitment and selection and employees’ performance intention.

**H02:** There is no significant relationship between employment security and employees’ performance intention.



**FIGURE 1.** Conceptual framework

**METHODOLOGY**

The Cross-sectional survey design was adopted for this study. A self-structured and pilot- tested questionnaire was used to elicit responses from target respondents of the selected Nigerian Insurance firm on recruitment, selection and employment security and employees’ performance intention. The instrument was structured after the 4-points Likert scale. Both descriptive and inferential techniques were used for data analysis and tests of postulated hypotheses were at 0.05% significance level. A sample size 320 respondents was randomly selected from the combination of Leadway Assurance Company limited sales executives/representatives, insurance sales consultants, administrative

personnel, and financial advisers and after that questionnaire was administered. The rationale behind choosing Leadway Assurance limited is that it has a fairly large facet of operations with over twenty four branches, and workforce that spread over four thousand; this can fairly reflect the effect of recruitment and selection and employment security. Of the 320 questionnaires distributed, three hundred and twelve (312) were returned and found usable for analysis. The distribution of the respondents is tabled in Table 1 below. The analytical process of the study was carried out through Stata 13.0. Test for the study formulated hypotheses was done via simple regression analysis.

**TABLE 1.** Distribution of Respondents

Category of Respondents	Frequency of Useful Questionnaire	Percentage
Sales Executives/ Representatives	112	35.90%
Administrative Personnel	83	26.60%
Financial Advisers/Officers	19	6.09%
Clerical Cadre	98	31.41%
<b>TOTAL</b>	<b>312</b>	<b>100%</b>

Field survey, 2024

Apparently, prior to the distribution of the study questionnaire, it was pilot tested using Cronbach’s Alpha test. This became imperative to determine the internal consistency of the questionnaire items. The Alpha-coefficient obtained from the test for reliability was 0.86, a value above 0.70

thresholds suggesting that the instrument is internally consistent and reliable.

**Model Specification**

$$\text{Employee performance intention} = f(\text{Recruitment and selection and employment security practices}) \tag{1}$$

In an attempt to test formulated hypotheses, the following models were subsequently developed as shown as follow:

**Model 1**

$$\text{EmpPerInten} = f(\text{RecSel}) \tag{2}$$

$$\text{EmpPerInten} = \alpha_0 + \beta_1 \text{RecSel} + \mu_t \tag{3}$$

**Model 2**

$$\text{EmpPerInten} = f(\text{EmpSec}) \tag{4}$$

$$\text{EmpPerInten} = \alpha_0 + \beta_1 \text{EmpSec} + \mu_t \tag{5}$$

**Implication of model specification:** above model algebraically expressed that employee performance intention is a direct function of recruitment and selection and employment security practices in the selected insurance firm.

**Variable Description**

*EmpPerInten* = Employee Performance intention  
*RecSel* = Recruitment and Selection  
*EmpSec* = Employment Security

**Diagnostic Statistics**

**TABLE 2.** Variance inflation factor result

Variables	VIF	1/VIF
Recruitment and Selection (RecSel)	1.29	0.773973
Employee Security (EmpSec)	1.25	0.797371
Mean VIF	1.20	

Field survey, 2024

Table 2 published the computation of the variance inflation factor (VIF) for the independent variable of the study (RecSel and EmpSec) to determine whether multicollinearity exists among the pairs of the independent variables. The mean VIF = 1.20, which is lower than the accepted VIF of 10.0; this implies that the empirical models of the study do not have multicollinearity problems. The implication is that the study variables are suitable for performing inferential statistical tests like factor analysis and simple regression.

**RESULT AND DISCUSSION**

**Test of Hypotheses**

**Hypothesis One**

**H01:** There is no significant relationship between recruitment and selection and employees’ performance intention.

Source	SS	df	MS	Number of obs = 312		
Model	.174581823	1	.174581823	F( 1, 310) = 4.80		
Residual	11.2772068	310	.036378086	Prob > F = 0.0292		
Total	11.4517886	311	.036822471	R-squared = 0.0152		
				Adj R-squared = 0.0121		
				Root MSE = .19073		

empcom	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
recsel	.0950603	.043393	2.19	0.029	.0096783	.1804423
_cons	3.103621	.1911926	16.23	0.000	2.727422	3.47982

**FIGURE 2.** Regression result for recruitment-selection and employees’ performance intention

Figure 2 presents the simple regression result for recruitment and selection (RecSel) and employees’ job performance intention (EmpPerInten) and it was observed

that the values of R-squared and adjusted R-squared were (1.5%) and (1.2%) respectively. This shows that recruitment and selection accounted for around 1.2% of the sys-

tematic variance in employee performance intention. The  $F$ -statistics ( $df=1, 310, f\text{-ratio}=4.80$ ) with a  $p$ -value of 0.0292 reveals that the result is significant at 0.5 percent significant level. Also, the regression coefficients and  $t$ -values for RecSel and EmpPerInten showed positive signs which suggest that recruitment and selection and employee performance intention are positively correlated. Overall, it was found that recruitment and selection positively affect employees' intention to perform their job duties in Leadway Assurance Company. The findings also provide validation for the study's model specification significance as shown

by the above  $F$ -statistics and  $p$ -value. Decision: Based on the results the null hypothesis was rejected while the alternate hypothesis accepted, indicating that there is a significant positive relationship between recruitment and selection and employee performance intention. The finding is in congruence with that of (Mugambi & Omuya, 2023; Karim et al., 2021).

### Hypothesis Two

**H02:** There is no significant relationship between employment security and employees' performance intention.

Source	SS	df	MS			
Model	.3984608	1	.3984608	Number of obs =	312	
Residual	11.0533278	310	.035655896	F( 1, 310) =	11.18	
Total	11.4517886	311	.036822471	Prob > F =	0.0009	
				R-squared =	0.0348	
				Adj R-squared =	0.0317	
				Root MSE =	.18883	

empcom	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
empsec	.1955698	.0585025	3.34	0.001	.0804575	.3106821
_cons	2.828023	.2078091	13.61	0.000	2.419129	3.236918

**FIGURE 3.** Regression result for employment security and employees' performance intention

Figure 3 presents the simple regression result for employment security (EmpSec) and employee job performance intention (EmpPerInten) and it was discovered that the values of  $R$ -squared and adjusted  $R$ -squared were (3.4%) and (3.1%) respectively. It further shows that, employment security accounted for around 3.1% of the systematic changes in employee performance intention. The  $F$ -statistics ( $df=1, 310, f\text{-ratio}=11.18$ ) with a  $p$ -value of 0.0009 indicated that the result is significant at a 0.5 percent level. Also, the regression coefficients and  $t$ -values for EmpSec and EmpPerInten reflect a positive sign which established that employment security and employee performance intention have a positive affinity. In all, the result establishes that employment security influence the intention of employees of Leadway Assurance Company to perform their job schedules/duties. This necessitated the ejection of the null hypothesis and acceptance of the alternate hypothesis indicating a significant relationship between employment security and employee performance intention. The findings equally provide validation for the study's model significance as shown by the above  $F$ -statistics and  $p$ -value. The result is in agreement with that of Ahmed et al. (2017), Sy et al. (2006) and Alnajjar (1996).

### CONCLUSION AND RECOMMENDATIONS

The central concern of operators of business enterprise worldwide is continuous operational success and stability. To achieve this goal, employers of labor must recognize the place of employees' performance; factors in the workplace that stimulates their job concentration and job stability should be considered. This is importance on the ground that employees are valuable assets without them enterprise set-goals cannot be realized. This study evaluates the effect of recruitment and selection, and employment security on employees' performance intention of Leadway Assurance Company, Ogun State, Nigeria. It was carried out to empirically assess the nature and extent of influence the above constructs exert on employee's intention to perform their assigned job duties. A self-structured and validated questionnaire was used to gather relevant information from 312 target respondents, and analysis was performed on them via relevant statistical techniques. Before the administration of the questionnaire, it was pilot examined using Cronbach's Alpha test; variance inflation factor diagnostic statistics was also carried out. Formulated hypotheses were tested at 0.5% significant level via simple regression statistics. Given the results from the study, the alternative hypotheses were accepted. The findings revealed a strong positive and significant relationship between re-

recruitment and selection, and employment and employee performance intention. The study further establishes that employee performance intention is shaped by the experience of how they entered the organization (recruitment and selection) and perceived uninterrupted employment continuation (employment security/safety). In the light of Leadway Assurance Company Nigeria limited exceptional recruitment and selection practices and a stable employment security can be seen as good predictors of employee performance improvement. This makes the employee to be relaxed and be willing to transfer his/her knowledge, skills and experience into the work. The study recommended that strategy crafters, policy makers, and standard setters are expected to prioritize exceptional recruitment and selection, and stable employment practices. This will assist management to sustain high standard performance intentions amongst employees and perform maximally. It is also recommended to management that unstable workforce and lackluster recruitment culture would lead to or promote poor performance culture amongst employees which will

have attendant consequences on organization overall success drive.

### Limitations and Suggestions for Further Studies

While the findings of this research are shown to be robust and novel, however, like every other studies, this research is not immune from limitations which warrants recommendations for future research. Even though this research's focus is on employee performance intention of Leadway Assurance Company in Ondo State, Nigeria which has rarely been the case for most extant studies, the results may not holistically capture relationship aspects of the effect of recruitment and selection, and employment security on employee performance in the entire Nigeria. It is therefore recommended that future studies may extend this research to include other HR Practices and other States in Nigeria. Secondly, the study adopted Cross-sectional survey design. It is also recommended that a research involving the use of secondary data be conducted. This could assume the form of examining the strategies of organization to highlight the pattern and trends of employee performance intention.

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