International Journal of Humanities Social Science and Management (IJHSSM)
Volume 3, Issue 2, Mar.-Apr. 2023, pp: 826-834 www.ijhssm.org

Human Resource Practices and Organisational Performance Among Commercial Banks In Abuja Metropolis

Udeh, C.J., Gbande, C.P.A. and Ahmed, I.
Faculty of Administration
Department of Business Administration
Nasarawa State University, Keffi, Nigeria

Date of Submission: 02-04-2023 Date of Acceptance: 12-04-2023

Abstract
The study was aimed at examining the effect of human resource management practices on the performance of commercial banks in Abuja, Nigeria. Specifically, the study evaluated the relationship between compensation and performance of the banks; examined the extent to which recruitment and selection affects performance; determined the relationship between performance appraisal and performance of the banks. This study adopts the descriptive survey research design to gather responses directly from respondents for the purpose of analysis. The target population comprises of all the 8,091 staff of all the branches of the 12 listed commercial banks currently operating in Abuja Metropolis. The sample size 586 which was arrived at with the use of Yamane's formula while the Simple random sampling technique is then used to select the respondents. The study used multiple regression analysis technique for the purpose of analyzing the data. The study has established that compensation, recruitment and selection and performance appraisal had significant impact of the performance of commercial banks in Abuja, Nigeria. Hence, the study concludes, that at the crust of achieving higher levels of performance is the import of engaging SHRM practices especially compensation, recruitment and selection and performance appraisal. Thus, the study recommended that banks equip their human resource departments with competent, well trained and experienced individuals since for banks human capital is most important assets of the organization.

Keywords: Human Resource Management**,** **C**ompensation, Recruitment and Selection, Performance Appraisal, Banks Performance, Abuja.

I. INTRODUCTION

Banking is one of the most important economic sectors globally. It is one of the main sectors driving the wheel of the economy. The importance of banks lie in that fact that it provides financial services to individuals and organizations alike, belonging to both the public and private sectors (Hamza & Khan, 2014). Banks represent intermediaries between two groups of entities in the society, which are the savers (depositors) and investors (borrowers) (Basit et al., 2017). In recent years, the banking sector has witnessed substantial growth and has turned into a knowledge-intensive sector. It has also become of a more dynamic nature and witnessed increased competition, and that is due to the increased globalization in the market. The emerging global competition where more focus is placed on customer satisfaction, speed in service delivery and flexibility in business have created challenges in all types of organizations in modern market economy (Issah & Amah, 2021). The efforts at achieving excellence is through the fundamental elements of the human resource management that is focused on learning, quality of work, team work and re-engineering which are driven by the way organizations get things done and how they treat their people.

Human resource management (HRM) is a set of practices carried out for managing employees' performance, stimulating their motivation, and developing their abilities. Human resource management is referred to as a set of strategic practices aimed at employing people effectively and building a workforce characterized by competency and strong commitment, and that is for the purpose of attaining the organization's goals (Hecklau et al., 2016; Helfat & Winter, 2011). It is a strategic approach adopted by the organization for the

purpose of managing people, who constitute the most valuable resource for any organization and who contribute to attaining its goals (Patro, 2013). The effective implementation of these practices can help the organization in maximizing employees' performance, leading to improved organization's performance and attaining competitive advantage. Effective HRM is a practice that distinguishes successful organizations from unsuccessful ones (Šikýř, 2013). Through effective HRM practices, the organization can ensure the attainment of higher levels of competency and flexibility compared to competitors. This is achievable through implementing policies that can ensure hiring, retaining, and developing competent employees and directing their behaviors and actions in accordance to organizational goals. Thus, the organization will be more capable of achieving higher levels of performance and sustaining competitive advantage in the market, especially if the adopted policies cannot be duplicated by others (Rawashdeh & Al-Adwan, 2012).

One dimension of HRM concern is compensation, which is the provision of rewards (both financial and non-financial) to employees. Rewards provided to employees are not equal in quantity or quality. There are various criteria by which the amounts and types of rewards are defined, and these criteria include the value of the job position to the organization, level of performance, amount of efforts spent, and the employee's contribution (Jouda et al., 2016; Jolaosho et al., 2018). Another priority for HRM department in any organization is the recruitment of qualified employees and selection of the most suitable and talented from among them. Recruitment and hiring (selection) are two complementary processes; recruitment involves launching a campaign for attracting applicants who meet certain criteria, while in the hiring process the employees who are deemed the most competent and suitable for achieving organizational goals are selected (Osifu & Lawal, 2019). Literature again identifies performance appraisal as predictor of organisational performance because it involves a process or way of determining and communicating how the employees do their jobs and come up with a plan for improving the process of carrying out work responsibilities. Fakhimi and Raisy (2013) aver that performance appraisal is essential as it gives updates on the performance of the employees; it identifies training needs and come up with plans for employee development. With a good appraisal system those who contribute more will be adequately rewarded and the right type of people are likely to be promoted into positions of higher responsibilities.

Meanwhile, maintaining sustainable performance and competitiveness in the banking sector is one of the main challenges that banks have to address in order to attain success, especially in the light of the highly dynamic nature of contemporary business environments. Achieving sustainable performance is important for achieving organizational success. It is related to the achievement of profitability and protection of the market share. However, improving performance is a considerable challenge; it requires that the organization modifies its strategies in order to adapt to changing conditions (Abdullahi, Murat & Michael, 2021). One of the key areas of organizational management that play a significant role in improving the sustainability of performance is human resource management (HRM).

Human resource management (HRM) practices is increasingly considered as major contributory factors in performance of organizations especially banks that rely heavily on human capital as it's most influential intangible assets. In order to improve the organizational performance, strategies in the human resources management are among the elements taken into consideration. Efficient and skilled manpower can manage the financial risks that the banks need to take on regular basis. The Human Resource department is responsible for finding such talented manpower and placing them in right positions in the banks. However, it has been observed that there is high level of employee turnover and misplacements of employees in the banks which points to the inability of the banks to efficiently employ the various strategies of managing human resources. Another major problem is in the recruitment and selection of people who work in banks. For any organization dealing with people requires a good human resource management for efficient working of the organization. There is also an ever-existing problem of customer satisfaction in the banks across the country. Apart from the risks in the banking sector, the people handling the day-to-day affairs in the banks need to keep the customer satisfaction in mind. The people working at the front office become the face of the bank and thus it is the responsibility of the HR to make sure there are eligible people working up front. They need to make sure that the candidates selected in the banks go through necessary training and orientation before they begin their work, so that they are aware of the nuances of the core banking

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 3, Issue 2, Mar.-Apr. 2023, pp: 826-834 www.ijhssm.org

industry and customer relationship, better. This is often frequently lacking. The HR management needs to think about the quantity and quality requirement in the banking sector and deal with the shortage in the skilled manpower supply in the sector efficiently.

The main objective of this study was to examine the effect of human resource strategies on organizational performance among listed commercial banks in Nigeria.The study is motivated by the consistent dwindling of banks performance in the Nigerian economy despite the heavy reliance of citizens on them for a multiplicity of their transaction and the subsequent failure of these banks even with the re-consolidation. It is believed that an in-debt analysis into the human resource strategy of selected banks can avail some of the challenges faced in effectively managing human capital. Thus, the thrust of this study is to examine the effect of human resource strategies on the performance of listed commercial banks in Abuja Metropolis.

II. METHODOLOGY

This study adopts the descriptive survey research design to gather responses directly from respondents for the purpose of analysis. The target population comprises of all the 8,091 staff of all the branches of the 12 listed commercial banks currently operating in Abuja Metropolis. Only commercial banks listed on the Nigerian Exchange Group were chosen because they are key players in this sector and there is high level of regulation in respect to human capital acquisition and management.

Table 1: list of listed commercial banks in Abuja Metropolis

S/N	Name of Organisation	Number of Staff
1	Access Bank	1,174
2	First Bank Holding	1,059
3	First City Monumental Bank	429
4	Guaranty Trust Bank	863
5	United Bank for Africa	957
6	Unity Bank	344
7	Zenith Bank	865
8	Jaiz Bank	234
9	Fidelity Bank	524
10	Sterling Bank	342
11	Union Bank of Nigeria	548
12	Stanbic IBTC Bank	312
13	Ecobank	467
Total		**8,091**

Source: Field Survey, 2022

In order to determine the sample size for the study, Taro Yamane (1967) formula for calculating sample size for finite population will be adopted. Where 'n' is the sample size, 'N' is the finite population size, and 'e' is the level of precision.

Formula 1:

$$n = \frac{N}{1+ N(e)2}$$

Applying the formula above, where:
n = sample size
N = Finite population size
e = Maximum acceptable error margin which is 5%

$$n = \frac{8091}{1+ 8091(0.05)2}$$

8091

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 3, Issue 2, Mar.-Apr. 2023, pp: 826-834 www.ijhssm.org

$$n = \frac{}{1+ 8091(0.0025)}$$

$$n = \frac{8091}{1+ 15.065}$$

$$n = \frac{8091}{16.065}$$

$$n = 503.73$$

The sample size which was arrived at with the use of Yamane's formula is five hundred and three (503). However, thirty percent (30%) of 503 will be added to compensate for non-response rate (Attrition) thereby increasing to six hundred and fifty-four (653.9) approximating to six hundred and (654) which will be the sample size to be used in this study.
In order to arrive at the proportionate sample size for each of the banks, the following formula was adopted.

Formula 2:

$$H = \frac{y}{N} * (n)$$

Where:
H = is the proportionate sample size
y = represen**t** the total number of elements for each stratum
N = represent the total population size for the study
n = represent sample size derived for the study

Table 2: Research Sampling

S/N	Name of Organization	Number of Staff	Total Pop.	Sample Size	Proportionate Sample Size	Sample %
1	Access Bank	1,174	8,091	654	95	15%
2	First Bank Holding	1,059			86	13%
3	First City Monumental Bank	429			35	5%
4	Guaranty Trust Bank	863			70	11%
5	United Bank for Africa	957			77	12%
6	Unity Bank	344			28	4%
7	Zenith Bank	865			70	11
8	Jaiz Bank	234			19	3%
9	Fidelity Bank	524			42	6%
10	Sterling Bank	342			28	4%
11	Union Bank of Nigeria	548			44	7%
12	Stanbic IBTC Bank	312			25	4%
13	Ecobank	467			38	6%
Total		**8,091**				**100%**

Source: Field Survey, 2022

The Simple random sampling technique is then used to select the respondents and the condition is that the employee would have spent five years and above in a particular before they are eligible to fill in the questionnaire. For the purpose of this study, primary source of data collection was adopted using

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 3, Issue 2, Mar.-Apr. 2023, pp: 826-834 www.ijhssm.org

questionnaire. The study used multiple regression analysis technique for the purpose of analyzing the data. Multiple regression is a statistical technique that can be used to analyze the relationship between a single dependent variable and several independent variables. The model for the study is presented below to encapsulate the linearity between one independent variable (Bank Performance) and the dependent variables (Compensation, Recruitment and Selection and Performance Appraisal):

$PERF_i = \alpha + \beta_1 COM_i + \beta_2 RAS_i + \beta_3 PEA_i + \varepsilon_i$……..(i)

Where: PERF=Performance, α= Constant, COM= Compensation, RAS= Recruitment and Selection, PEA= Performance Appraisal, ε= Error Term, i= Cross sectional

III. RESULTS AND DISCUSSIONS

The study administered a total of four hundred questionnaires (654) questionnaires to selected employees of the sampled banks in Abuja Metropolis. A total number of 586 had their questionnaires properly filled and returned in a manner sufficient for the purpose of analysis. The result of the study is presented and discussed below.

Table 3: Summary of Descriptive statistics for Strategic Human Resource Management

Variables	SAMPLE	MEAN	SD	MIN	MAX
PERF	586	4.3341	0.5100	1	5
COM	586	4.2325	0.5241	1	5
RAS	586	4.1775	0.5975	1	5
PEA	586	4.1975	0.7416	1	5

Source: Field Survey (2022)

The results in Table 3 relates the indices of measures of strategic human resource management and the performance of commercial banks in Abuja Metropolis. The dependent variable which is banks performance has an aggregate mean cumulative from all questions of 4.3341 and a standard deviation of 0.5100. This indicates a high tilting of the responses towards agreement. The standard deviation also indicated a relatively low variation in responses.

The first independent variable is compensation displayed an average of 4.2325 with a corresponding standard deviation of 0.5241. From the result, it can be seen that each of the items reflected relatively high mean scores indicating a high tilting of the responses towards agreement and low variation in responses as reflected in the standard deviation. Accordingly, the second independent variable addressed recruitment and selection as an important human resource activity and from the result in the table it can be that the aggregate mean value is 4.1775 with an accompanying standard deviation of 0.5975. The mean score was 4.1775 and standard deviation 0.5975 indicate a tilting of the responses towards agreement, with low variation in responses.

The result of the summary of descriptive statistics in Table 3 also provided that the mean value and standard deviation of for performance appraisal stands at 4.1975 and 0.7416 respectively. This is an indication that the responses tilted more towards agreement and there was slight variation in responses. This may be a sign that the performance appraisals of the selected banks were effectively conducted.

Test of Hypotheses

Table 4. Multiple regression results for SHRM and Performance

Model Summary					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	
1	.650[a]	.423	.391	1.37657	
ANOVA					

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 3, Issue 2, Mar.-Apr. 2023, pp: 826-834 www.ijhssm.org

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	99.876	3	24.969	13.177	.000[b]
Residual	136.436	582	1.895		
Total	236.312	586			
Coefficient					
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	5.145	4.334		1.187	.239
Compensation	.417	.164	.230	2.541	.013
Recruitment and Selection	.579	.146	.383	3.961	.000
Performance Appraisal	.156	.075	.200	2.079	.041
a. Dependent Variable: Performance					
b. Predictors: (Constant), compensation, recruitment and selection, performance appraisal					

Source: Field Survey (2022)

The results from the model summary in table 4 reveals that the extent to which SHRM measured by compensation, recruitment and selection and performance appraisal and performance affect performance of commercial banks in Abuja is 42.3% (i.e. R Square=.423). The remaining 57.7% of variance in the banks' performance would be explained by other variables which are excluded in this study. The ANOVA table 4 also shows that the F-cal is 13.177 at 0.0001 level of significance. The implication of this result is that the model is fit and significant. Hence, at least one of the variables can be used to model performance. The coefficient shows a simple model that expresses the extent to which SHRM affects performance of the commercial banks in Abuja, Nigeria. The mathematical model is restated below.

$Y=A +Bx_i+ Bx_{ii}+ Bx_{iii}+\mu$, where Y is the performance; A is the constant; B is the value of coefficient; μ is the error term.
Therefore, PERF= 5.145+ .417(COM) +.579(RAS) +.1567(PEA) + μ.

H_O1: Compensation has no significant effect on the performance of listed commercial banks in Abuja Metropolis

Based the individual explanatory variables the study rejects the first hypothesis which states compensation has no significant effect on the performance of commercial banks in Abuja Metropolis. This evidenced by the p-value of 0.013 which is significant at 95% level of confidence. From the result it can be seen that a percentage increase in compensation levels will result in a 41.7% increase in performance of commercial banks while other factors constant.

H_O2: recruitment and selection have no significant effect on the performance of listed commercial banks in Abuja Metropolis

The study also found statistical evidence to show that recruitment and selection has positive significant effect on the performance of quoted commercial banks in Abuja Metropolis. This is evidenced by the coefficient and probability value of 0.146 and 0.000 respectively. This means a percentage improvement in the recruitment and selection of employees would cumulate in 14.6% increase in the performance of deposit money banks in Nigeria. From the p-value, the study falls to accept the hypothesis which states that recruitment and selection has no significant effect on the performance of commercial banks in Abuja Metropolis.

H_O3: Performance appraisal has no significant effect on the performance of listed commercial banks in Abuja Metropolis

The study again rejected the third hypothesis which states that performance appraisal has no significant effect on the performance of quoted commercial banks in Nigeria. This is substantiated by the probability value which is 0.041 and less than 0.05 significant level. From the result it can be seen that a percentage increase in performance appraisal with consummate in a 15.6% increase in the performance of commercial banks in Abuja Metropolis.

IV. DISCUSSION

The study showed that improved compensation was significantly related to performance and was a significant predictor of changes in the levels of performance of the banks. Fundamentally, compensation is the area of human resources management which involves making decisions about pay that are fair, equitable and competitive with current market rates; providing employees with incentives to improve performance; ensuring that benefits packages are cost effective and serve to motivate employees, and making certain that all compensation-related policies and programmes comply with government requirements. This finding is tandem with that of Isaah and Amah (2021) who revealed that the dimensions of compensations (salary and promotion) were positively and significantly related with the measures of performance.

The study also found that recruitment and selection are significantly related to banks performance. This corroborates the findings of Sulaimon, Hassan and Ebhohon (2021) who found a significant relationship between empowerment and performance. It is one of the key functions of human resources unit geared towards generating a pool of capable candidates applying to an organisation for employment in order to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The study equally revealed that performance appraisal was a significant predictor of service quality. Performance appraisals are usually conducted annually without any surprises which help workers focus on the formal goals and performance expectations that influence their pay and rewards or promotions. This finding supports the study of Akindele, Oludare and Taiwo (2020) and Nyandiko and Ongeri (2015) who found SHRM to positively affect the organizational performance. Performance appraisal is essential as it gives updates on the performance of the employees; it identifies training needs and come up with plans for employee development.

V. CONCLUSION AND RECOMMENDATIONS

The study was aimed at examining the effect of SHRM on the performance of commercial banks in Abuja, Nigeria. Specifically, the study evaluated the relationship between compensation and performance of the banks; examined the extent to which recruitment and selection affects performance; determined the relationship between performance appraisal and performance of the banks. A total of 654 bank staff participated in the survey and their opinion were collected using a structured questionnaire. However, the only 586 questionnaires were retrieved and used for the purpose of data analysis. The data obtained were analysed using descriptive and inferential statistics.

The study has established that compensation, recruitment and selection and performance appraisal had significant impact of the performance of commercial banks in Abuja, Nigeria. Hence, the study concludes, that at the crust of achieving higher levels of performance is the import of engaging SHRM practices especially compensation, recruitment and selection and performance appraisal. Based on the findings of the study, it is thus recommended that there is the necessity for every staff of banks to be properly compensated commensurate with the nature responsibility and ability to effectively discharge such duties. Again, the recruitment process should be made public to attract more qualified candidates and the selection process should be based on the staff needs of banks and the ability of the candidate to perform such tasks. Also, performance appraisal should be centred on pointing out the strength of the employees whilst addressing ways to improve them in areas where they are weak. Equally Banks' human resource management should formulate and implement an active reward policy linked to the overall banks strategy.

REFERENCE

[1]. Abdullahi, A. B., Murat, A. & Michael, I. O. (2021). Effect Of Electronic Recruitment on The Performance of First Bank Branches In north West, Nigeria. Journal of Global Economics and Business. 2(5), 41-65.

[2]. Akindele, T. I., Oludare, A. O. &Taiwo, T. O. (2020). Impact of Performance Appraisal Strategy on Employee performance: Evidence

from Selected Nigerian Banks. Journal of Management and Social Sciences. 9(1),13-20.
[3]. Armstrong, M., & Brown, D. (2001). Pay: The new dimensions. London: CIPD.
[4]. Athkia, S., Mufidur, M.D.R. & Mohammad, R. R. (2020). Employees Perception on Recruitment and Selection Process in the Banking Sector of Bangladesh. Journal of Management Theory and Practice (JMTP). 1(3), 21-30.
[5]. Azhdar, K., Samira, S. A., & Sarani, B. (2015). The Influence of HR Practices on Business Strategy and Firm Performance: The Case of Banking Industry in Iran. The IUP Journal of Management Research, 14(1).
[6]. Basit, A., Sebastian, V., & Hassan, Z., (2017). Impact of leadership style on employee performance (a case study on a private organization in Malaysia). International Journal of Accounting & Business Management, 5(2); 112-130.
[7]. Cole, G.A. (2005). Personnel and Human Resources Management (5th Edition), London, Thompson Learning.
[8]. Eze, F.C. (2002). Human Resource Management in Nigeria. The key component, Enugu: Makaland publication.
[9]. Fakhimi, F. & Raisy, A. (2013). Satisfaction with Performance Appraisal from the Employees' Perspective and its Behavioural Outcomes (Case Study of the Headquarters Offices of Bank Refah). European Online Journal of Natural Social Sciences.2(3s), 296-305.
[10]. Fischer, M., & Lindermoyer, J. (2020). Dodd Frank Act: Reporting CEO Compensation Relationship to Worker Ratio and Firm Performance. American Journal of Management, 20(1).
[11]. Gary, D. (2005). Human Resource Management. Courier/ Kendallville: Pearson Prentice Hall.
[12]. Gold, J. & Bratton, J. (2007). 'Recruitment and Selection'. Human Resource Management: Theory and practice (4th ed),. Hampshire: Palgrave Macmillan. pp. 239–273.
[13]. Hartzell, D. (2006). Dictionary of Management. New Delhi: Academic Publishers.
[14]. Hasan, A. (2013). Marketing danKasus-KasusPilihan.Yogyakarta: CAPS (Center for Academic Publish-ing Service).
[15]. Helfat, C. E., & Winter, S. G. (2011). Untangling Dynamic and Operational Capabilities: Strategy for the (N)ever-Changing World. Strategic Management Journal, 32(11).
[16]. Ibrahim, G. M. & Liman, M. (2019).Effect of training and performance appraisal on the performance of bank employees in Nigeria. Bayero Journal of African Entrepreneurship Studies. 2 (1), 55-69.
[17]. Issah, T.E. & Amah, E. (2021). Compensation and Employees Engagement of Private Hospital in Rivers State, Nigeria. International Academy Journal of Management, Marketing & Entrepreneurial Studies. 8(3), 12-24.
[18]. Jolaosho S.O., Shodiya, O. A., Olajide, A. R. & Akintan, I.O. (2018). The Effect of Recruitment and Selection Process on Job Performance in Telecommunication Industry in Nigeria: An Assessment of MTN Customer Service Centre Abeokuta. International Journal Of Management And Economics Invention, 4(02), 1639-1651. https://doi.org/10.31142/ijmei/v4i2.03
[19]. Katou, A. (2011) Test of a causal Human Resource Management-Performance Linkage Model: Evidence from the Greek manufacturing sector. International Journal of Business Science and Applied Management, 6(1): 17-30.
[20]. Khan, I. (2013). Impact of customers satisfaction and customers retention on customer loyalty. International journal of Scientific and Technology Research Vol.1 Issue 2.
[21]. Khan, S. & Abdullah, N. N. (2019). The effect of ATM service quality on customer's satisfaction and loyalty: an empirical analysis. RJOAS, 5(89): DOI 10.18551/rjoas.2019-05.28.
[22]. Natalie, C.C. (2014). The Effect of Performance Appraisal on Employee Motivation: A Survey of Slum Based Non-Governmental Organisations in Nairobi. M.Sc Project, Chandaria School of Business, United States International University-Africa.
[23]. Nigusie, G. T., & Getachew, H. (2019). The effect of reward system on employee creativity. Journal of Higher Education Service Science and Management (JoHESSM), 2(1), 1–19.
[24]. Niles, N. J. (2013). Basic Concepts of Health Care Human Resource Management, Jones and Bartlett, Burlington.
[25]. Niles, N. J. (2013). Basic Concepts of Health Care Human Resource Management, Jones

and
Bartlett, Burlington.
[26]. Obi Anike, H. O., & Ekwe, M. C. (2014). Impact of Training and Development on Organizational Effectiveness: Evidence from Selected Public Sector Organizations in Nigeria. European Journal of Business and Management, 6(29), 66 75.
[27]. Ofori, D. & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises: Perspectives from Ghana, International Journal of Business Administration, 2 (3). 45-60.
[28]. Okwudili, B. E. (2015). Effects of non-monetary Rewards on Productivity of Employees Among selected government parastatals in Abia State, Nigeria. Journal of Business and Management, 17(2), 06-11.
[29]. Okwudili, B.E. & Edeh, F.O. (2017). The Effect of Compensation on Employee Performance in Nigeria Civil Service: A Study of Rivers State Board of Internal Revenue Service. SSRN Electronic Journal, 6(2), 1-10.
[30]. Osifo, S. J. &Lawal, B. A. (2019). Leadership Styles and Employee Performance: Empirical Evidence from Selected Banks in Edo State. Nigerian Academy of Management Journal, 14 (2), 117-125.
[31]. Rashmi T.K. (2010). Recruitment Management. Mumbai, IND: Himalaya Publishing House.
Costello, D. (2006), Leveraging the Employee Life Cycle, CRM Magazine, 10 (12), 48-48. Retrieved February 23, 2017, from Academic Search Premier Database.
[32]. Roa, V.S.P. (2011). Human resource management: Texts and cases. New Delhi: Excel Books.
[33]. Roua, M. A., & Uzma, J. (2021). The Impact Of Rewards And Compensation On Employees' Performance-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 135-145.
[34]. Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers. Employee Relations.
[35]. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2005). Management. India: Prentice-Hall Publishers.
[36]. Sulaimon, A. A., Hassan, B. A. & Ebhohon, E. M. (2021). Recruitment and Selection Practices as Strategic Factors for Employee Performance: A Study of Selected Deposit Money Banks in Nigeria. ERJSSH 8(1), 2-12.
[37]. Tulenan, S. (2015). The Effect of Work Environment and Compensation Toward Employee Performance At The Office Of State Assets And Auction Service Manado. Jurnal EMBA: JurnalRisetEkonomi, Manajemen, Bisnis Dan Akuntansi, 3(3), 672–682.
[38]. Wekesa, J. N. & Nyaroo, S. (2013). Effect of compensation on performance of public secondary school teachers in Eldoret municipality Kenya. International Journal of Scientific and Research Publications, 3 (6), 1-4.