Impact of external recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria

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Abstract

The study ascertained the impact recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria. The specific objectives were to: evaluate the impact of employee referral practice on employee's commitment in selected manufacturing firms in Nigeria and ascertain the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria. Study area was Nigeria. The research design of the study was descriptive survey design. The study used structured questionnaire to obtain data. The population of the study comprised of 193,000 employee of manufacturing firms in Nigeria (Annual Report of selected organizations). Simple random technique was used to select four quoted manufacturing firms namely: Cadbury Nigeria Plc Okmu Oil Palm Plc, Presco Plc and Nigeria Breweries Plc. The sample size of 383 respondents was drawn from population of the study using Freund and Williams sampling technique. Research questions were answered using frequency, mean and standard deviation. The hypotheses stated were tested using single regression statistic. The empirical results showed that employee referral practice has significant impact on employee's commitment in selected manufacturing firms in Nigeria (t-statistic; 7.039; p-value; 0.000 < Sig-value; 0.05) and recruitment agencies practice has significant impact on employee service delivery in selected manufacturing firms in Nigeria (t-statistic; 11.826; p-value; 0.000 < Sig-value; 0.05). The study recommended that management of manufacturing firms in Nigeria should quipped managers with the skills to provide meaningful feedback and facilitate development discussions.

Keywords: Recruitment agencies, Employee referral external recruitment

1. Introduction

1.1. Background of the study

The manufacturing sector is a vital contributor to Nigeria's economic development, providing significant employment opportunities, driving innovation, and facilitating the diversification of the national income base (Zirra, Ogbu & Ojo, 2023) [16]. Manufacturing organizations in the past primarily focused on productions and sales but due to the dynamism and competition in the market place, organizations in this 21st century are looking forward to sustain a competitive advantage by combating the challenges of improving qualities of products, productivity and service delivery. This stance can only be attained through employee performance while the key of attaining and sustaining this is by selecting and retaining the right people for the right position in an organization.

Employee performance is a crucial aspect of any organization, as it is directly linked to the attainment of organizational goals and objectives (Bindu & Govindarajulu, 2025) [3]. High levels of employee performance can lead to increased productivity, efficiency, and profitability, whereas poor performance can result in decreased productivity, increased costs, and reduced organizational effectiveness (Nyamoko, Mbithi & Kituku, 2024) [9]. Employee performance is generally measured through various indicators such as productivity, job satisfaction, absenteeism, turnover rates, and quality of work (Robbins & Judge, 2019). Several factors influence employee performance, including individual characteristics, job characteristics, and organizational factors. Individual characteristics such as personality, motivation, and ability can influence an employee's performance (Girsang, Jontarudi & Tuahman, 2023) [4]. Factors such as organizational culture, and recruitment practices have been found to have a significant influence on employee performance (Adejumobi & Egwuonwu, 2021) [1].

Human resource management plays a vital role in the growth and sustainability of every organization, and among its many functions, recruitment and selection are considered the most critical. Recruitment is the process of attracting and identifying potential candidates, while selection involves choosing the most suitable individuals to fill specific job roles. Together, these processes ensure that the right talent is placed in the right position at the right time. In today's competitive business environment, organizations face increasing challenges in attracting skilled employees who align with their culture and objectives (Nderitu & Makhamara, 2021) [8]. An effective recruitment and selection strategy not only helps in hiring competent individuals but also sets the foundation for employee satisfaction and long-term retention.

Internal recruitment and selection practices entails the process of filling job vacancies with existing employees through promotions, job posting, job bidding, lateral moves, or rehiring former staff. It leverages internal talent to boost morale, reduce hiring costs/time, and ensure a better cultural fit. Common methods include internal job postings (IJPs) and succession planning. However, External recruitment practices involve sourcing employee from outside an organization to fill vacancies, bringing in fresh skills, diverse perspectives, and specialized talent. Common practices include online job portals, social media, employee referrals, headhunters, outsourcing, absorption of interns, employee poaching, talent pool database, employment agencies, labour offices, and campus recruiting. While this method offers a larger talent pool, it is generally more expensive and time-consuming than internal hiring (Ukpabi & Salaudeen, 2021) [15].

Employment agencies, sometimes referred to as labour brokers or recruitment agencies. The external recruitment strategy tends to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Anditi, Ngari & Bartocho, 2024) [2]. Recruitment agencies work closely with companies to find the most qualified candidates to fill job openings. Working with an agency streamlines the discovery of skilled applicants, saving time, money and resources in the process.

An employee referral program is a recruitment strategy that encourages existing employees to recommend potential candidates for job openings within their organization. These programmes are designed to leverage the networks of current employees to find new talent, making use of personal connections and professional relationships. It is an effective way to tap into a talent pool and often leads to faster and more reliable hires. Employee referral programs are crucial to organisations aiming to streamline their recruitment efforts. They offer multiple benefits for both employers and employees. Referred candidates often bypass some stages of recruitment as they are pre-vetted by the referrer, speeding up the process (Koech, Chepkilot & Waiganjo, 2020) [5]. On this background, this study focuses on impact of internal recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria.

1.2 Statement of the problem

In Nigeria, there has been increase in the rate of business failure, closure and poor organizational performance due to low productivity of employees and commercial globalization. Despite the conflict between the stakeholders and the employees, employees have critical roles to play in ensuring the organizations achieve competitive advantage over the competitors for the achievement of goals and objectives.

The performance of manufacturing sectors which is recently nick named the real sector in Nigeria has been poor, it has witnessed relatively low performance when compares to their counterpart in other developing nations like Nigeria. The recent retrenchment of workers across many manufacturing industries and the death of many newly introduced products in Nigeria are the evidence of poor performance. A poor manufacturing sector, characterized by low capacity utilization, obsolete technology, and high operational costs, has severe, widespread consequences for an economy. It hinders overall economic growth, increases dependency on imports, and limits job creation. Many companies continue to struggle with outdated equipment and facilities, leading to lower productivity and higher maintenance costs. According to Koech, Chepkilot & Waiganjo, (2020) [5], nearly 60 percent of factories in developing economies still operate with machinery more than 20 years old. This reliance on outdated technology creates inefficiencies that competitors who have embraced automation and digital systems can easily exploit.

Poor recruitment and selection practices cause significant financial losses (often up to 30% of an employee's first-year salary), high staff turnover, reduced productivity, and damaged employer reputation (Kollitz, Ruhle & Süß, 2019) [6]. It leads to poor cultural fit, strained team morale, increased training costs, and potential legal risks. Employee performance is vital to all business enterprises in both developed and developing economies. The increase in the rate of business failure, closure and employees' poor performance in terms of productivity in Nigeria is alarming. For organization to be sustained, employees have crucial roles to play in order to ensure that organizations attain competitive advantage over the competitors across the globe. High turnover leads to wasted investment in training and recruitment, lower productivity, missed deadlines, and increased costs to hire replacements. Poor hires negatively impact team morale, often forcing high-performing employees to cover for them, leading to burnout and decreased engagement. The above problem motivated the researcher to investigate the impact recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria.

1.3 Objective of the study

The main objective of this study was to examine the impact recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria. The specific objectives were to:

➢ Evaluate the impact of employee referral practice on employee's commitment in selected manufacturing firms in Nigeria.
➢ Ascertain the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria.

1.4 Research questions

The study aimed to answer the following questions:

➢ To what extent does employee referral practice impacts on employee's commitment in selected manufacturing firms in Nigeria?
➢ What is the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria?

1.5 Significance of the study

This study would be beneficial and important to the following groups of individuals and groups namely: Management, job-seekers and researchers.

Management of manufacturing firms: The outcome of the study will help management of manufacturing firms to use external recruitment because it provides access to a wider, more diverse talent pool and brings in fresh perspectives, specialized skills, and innovative ideas:

Job seekers: The outcome of the study will help job seekers to opens up the job market beyond a company's internal staff, providing jobseekers with a larger pool of potential roles and organizations to apply to.

Future researchers: The outcome of the study will help researcher plans to add new knowledge to the existing knowledge about the impacts of work experience on the performance of an organization. Thus, the research provided an empirical study that can be used by future scholars for their studies.

2. Conceptual literature

2.1.1 Recruitment

Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. It can also be seen as act of linking/bringing together those with jobs vacancy and needs to fill the vacant with those seeking for the vacant job. The ideal recruitment effort will attract a large number of qualified applicants. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy. A good quality recruiting program advert should catch the attention of the qualified and not the unqualified through effective job specification and explanation (McAleavy, Choi & Arlikatti, 2021) [7].

Recruitment and selection are the two phases of the employment process but there is a difference between them. The first is the process of searching the candidates to fill identifies vacant and stimulating them to apply for jobs in the organization while the later involves the series of steps by which the candidates are screened in order to choose the most suitable persons for vacant positions. The basic aim of recruitments is to create collection of talent candidates to enhance selection of best candidates for the organization, by attracting more and more prospective employees to apply in the organization while the basic purpose of selection process is to choose the right candidate to fill the different positions in the organization. The recruitment process is immediately followed by the selection process, where the final interviewers and the decision makers make the decision and the official appointment (Osadume & Onoriode, 2022) [10].

2.1.2 Selection

Selection is the second step in the process of man power planning and acquisition. It is the process of choosing the appropriate candidate that matches the job requirements in the organization. Selection process in large organizations may be lengthy and will be wider for manufacturing organizations and differs from one industry to other depending on the task and competitiveness of the industry. The end result of every selection process is divided into two classes as selected and not selected while the selected will move ahead for placement the later will be rejected.

Otoo, Assuming & Agyei, (2018) [11] defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires". Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Sarinah, Gultom & Thabah, 2026) [12].

The essentials and Prerequisites for Selection include picking individuals possessing relevant qualifications, matching job requirements with the profile of the candidates, using a multiple tools and techniques to find the most suitable candidate who is the most suitable of achieving success on the job.

2.1.3 Key components of external recruitment practices

Employee referral practice

Employee referral is the situation where the existing employee of an organization recommends an external candidate for employment in the organization. Employee who recommends a candidate to his organization will be assured of the candidate's moral and physical capability to do the specified job because on the success of the candidate is his own success vise versa (Selase, 2018) [13].

Employee referral programs differ, in some cases the referred workers receive special consideration in the application process and others where existing employees receiving significant financial bonuses for referring his friend to be hired (Selase, 2018) [13]. The study Setyawati, Setianingsih & Udin, (2019) [14] shown that there are some significant behavioral differences between referred and non- referred workers, even though referred and non-referred workers look similar on most observable characteristics.

Recruitment/Selection agencies

Recruitment agency is the organization that takes contract the responsibilities of recruiting and selecting employees for an organization for an agreed consideration. The agency will usually take. The responsibility for advertising the position, receiving application and conducting the first round of interviews before providing employers with a short list of candidates. Agency will only be successful in locating the right applicant if it is equipped with accurate description as specified in job specifications by the organization (Florea, 2014).

2.2 Employee performance

Employee performance is described as an employee's ability to complete his or her mission in accordance with the organization's expectations. It is a measurement of how well a job task is completed. Employee performance is the foundation upon which overall company success is built, and it includes monetary and non-monetary outcomes for employees (Tessema, 2021). Aderibigbe and Dunmade (2019) opined that metrics of employee performance includes quality of work, employee's honesty, initiative, attendance, attitude, reliability, cooperation, and proper knowledge of job.

Fernando and Dissanayake (2019) defined employee performance as how employees carry out the tasks assigned to them within stipulated deadlines. To improve value to consumers, reduce costs, and function effectively, organizations typically create performance goals for individual employees and the organization as a whole (Fidyah & Setiawati, 2020; Kiruja & Mukuru, 2018). Thus, performance relates to the efficacy, quality, and efficiency of a task for an individual employee. According to Khayinga and Muathe, (2018), employees' performance is more likely to be enhanced when they are allowed to participate in decision-making and contribute to the implementation of change that affects them. Employee performance is viewed as an ongoing process, and it is based on the quality of work, cost-effectiveness, punctuality, and response to one's task (Deku. 2021).

2.3 Theoretical literature
2.3.1 Human capital theory
The human capital theory was introduced by Gray Becker and Theodore Schultz in the 1960s (Anwar & Abdullah, 2021). The theory faced instant criticism at first due to its proposition that human beings are factors of production that can be optimized to increase organizational performance. However, the theory gained acceptance with time as firms started to reduce costs of production by investing in quality human capital. The theory of human capital has continued to gain more relevance at an individual and organizational level. As firms seek to compete in the market, the impact of quality human resource capital on an organization's competitive edge cannot be understated (Ubah & Ibrahim, 2021). Firms are investing in human capital to increase their productivity and achieve better performance. Developing the human capital with the required skills and competencies requires firms to invest in people's education and training. Education and training help people to improve their abilities and increase their performance in the firm. As such, investing in human capital helps firms improve their performance by taking advantage of the employee's cognitive skills.

The human capital theory enables managers to increase the performance of their firms by investing in the right recruitment practices for employees. According to Nasim, et al. (2021), the most effective technique employed by managers to ensure they have the right skills in the workplace is ensuring that they have the right recruitment process in the firm. The recruitment process ensures that the vacant positions in the firm are filled by the most competent employees in the labor market. The human capital theory also helps managers invest in the right communication strategies that will improve the firm's performance in the market (Kamau & Omondi, 2020). Managers can also use the human capital theory in the development of existing employees in the workplace. Human resource development has become a fundamental strategy for firms to compete in the global market.

Human capital development requires firms to invest in employee's skills and expertise. As such, this theory will be very vital in explaining how manufacturing firms in Nigeria can leverage their recruitment process to improve their employee performance. The theory will help managers appreciate the role of employee development to ensure that the employees can match the current needs in the market. The theory explains how human resources managers can integrate the recruitment process, career development, leadership training teamwork, organizational culture, and professionalism in their workplace (Anwar & Abdullah, 2021). There is compelling evidence that improving the human capital in a firm improves innovation which in turn increases performance. Human capital management has been proven to have a positive impact on the organization's success.

2.4 Empirical literature
Bindu & Govindarajulu, (2025) [3] examined the relationship between recruitment and selection practices and their impact on employee satisfaction within organizations. Recruitment and selection are critical human resource functions that determine the quality of talent entering a company, directly influencing organizational performance and employee engagement. The research highlights how transparent procedures, fairness in candidate evaluation, alignment of skills with job roles, and timely communication contribute to higher satisfaction levels among employees. Conversely, ineffective or biased recruitment practices may lead to dissatisfaction, low morale, and increased turnover. The findings suggest that when organizations adopt systematic and objective recruitment and selection methods, they not only attract competent employees but also foster a sense of trust, fairness, and commitment among the workforce. Ultimately, effective hiring practices are shown to be a key driver of employee satisfaction, which in turn enhances overall organizational success.

Anditi, Ngari & Bartocho, (2024) [2] investigated the effect of recruitment practices on employee performance in public universities in Nyanza region, Kenya. Specifically, the study sought to determine the effect of internal recruitment and talent pool database on employee performance in public universities in Nyanza region, Kenya. The target population comprised of 3,129 individuals, and the sample size of 355 teaching and non-teaching staff were determined using the Yamane formula, employing random sampling techniques for data collection. A structured questionnaire was utilized as the primary data collection tool in a quantitative research design. Data analysis was conducted using both descriptive statistics and inferential statistics The empirical result showed that recruitment practices have a significant positive effect on employee performance. The study recommended that hiring decisions in universities should always be made on the basis of a person's potential to do a job. The study recommended that hiring decisions in universities should be made on the basis of a person's potential to do a job.

Zirra, Ogbu & Ojo, (2023) [16] explored the impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. The specific objectives of the study were to: ascertain the relationship between the use of employee referral method and

employee commitment in manufacturing organization; evaluate the relationship between the use of Employment Agency method and employee productivities and examine the relationship between host Community influenced recruitment method and employee's job efficiency. The research design was descriptive survey research design. The inferential statistics used is the "one sample T-test" to find the level of relationship between recruitment/selection strategy and employee performance. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency. The study recommends that Organizations can make use of employment agencies in the act of recruitment and selection but should be open to disclose the job description and responsibility to them.

Adejumobi & Egwuonwu, (2021) [1] examined the relationship between recruitment and employee productivity in selected mining companies in the North-Central region of Nigeria. Using survey research design, a structured questionnaire was administered to 425 employees of five selected mining companies in the North-Central region of Nigeria. The findings revealed that recruitment practice has a positive significant relationship with employee productivity in selected mining companies in the North-Central region of Nigeria (r (411) = 0.515, $p<0.05$). The study recommends that management of mining companies in Nigeria should conduct their recruitment exercises in an unbiased manner to ensure the employment of the right personnel and foster high level of employee productivity. Management should appropriately assign responsibilities to each employee based strictly on merit.

Nderitu & Makhamara, (2021) [8] determine the effect of recruitment, staff development and reward practices on organizational productivity and performance. The specific objectives of the study were to identify the effect of outsourcing, absorption of interns and employee poaching on organizational productivity and performance. The study targeted a population of 440 subjects. This included principals and their deputies, departmental heads, and classroom teachers of the private secondary schools in Nyeri County. The study adopted descriptive research design. The study found that all private secondary schools studied practiced good human resource practices like advertisement of teacher vacancies whenever vacancies arose, establishment of teacher training and development programs, establishment of teacher reward system as well as teacher orientation before allocation of duties. The study recommended that private secondary schools should ensure that they conduct open recruitment of teachers to fill any available vacancies. Preferably, recruitment through

advertisement was found to be the most suitable as all applicants get a similar chance of interview.

2.5 Literature gaps
There exist research gap between this study and past researches. The research gap covers subject gap, gap on geographical location of the study, gap on the variables and contents of the study, gap on literature and gap on methodology.

Subject gap: The subject matter of this work and some reviewed empirical studies have some differences. There are limited studies on impact recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria. The study is geared to bridge the time gap in literature.

Gap on geographical location of the study: This work covers manufacturing firms in Nigeria and specifically manufacturing firms that operate in Nigeria. None of the past studies used the select four quoted manufacturing firms namely: Cadbury Nigeria Plc Okmu Oil Palm Plc, Presco Plc and Nigeria Breweries Plc and most of the past studies were done outside Nigeria.

Gap on the variables and contents of the study: The variables used in this study includes recruitment agencies and employee referral as proxies of external recruitment/selection practices (for independent variable) and employee service delivery and employee commitment as proxy for employee performance (for dependent variable) were not used by past researches.

3.1 Methodology
Study area was Nigeria. The choice of location was based on proximity, effective coverage and cost minimization. The research design of the study was descriptive survey design. The study used structured questionnaire to obtain data. The population of the study comprised of 193,000 employee of manufacturing firms in Nigeria (Annual Report of selected organizations). Simple random technique was used to select four quoted manufacturing firms namely: Cadbury Nigeria Plc Okmu Oil Palm Plc, Presco Plc and Nigeria Breweries Plc. The sample size of 383 respondents was drawn from population of the study using Freund and Williams sampling technique. Research questions were answered using frequency, mean and standard deviation. The hypotheses stated were tested using single regression statistic.

3.2 Data presentation and analysis

Table 1: Comprehensive demographic distribution of respondents

Title	Frequency	Percentage
Questionnaire Distributed	383	100%
Returned Questionnaire	300	78%
Not Returned Questionnaire	83	22%

Gender		
Female	155	51.6%
Male	145	48.3%
Age bracket		
20-30 Years	95	31.6%
31-40 Years	111	37%
41-50 Years	66	22%
51Years – above	28	9.3%
Marital status		
Married	165	55%
Single	125	41.6%
Widow/widower	7	2.3%
Divorce	3	1%
Educational qualification		
HND/B.Sc	172	57.3%
MBA/M.Sc	125	41.6%
Ph.D	3	1%

Sources: Field survey, 2026

Three hundred and eight three (383) copies of questionnaire were designed and distributed to the respondents. Out of the 383 Questionnaires distributed, 300 (78%) were completed and returned while 83 (22%) were not returned. Therefore, 78 percent respondents were a good representation. The table showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status and educational qualification.

Data Analysis

Question (1) To what extent does employee referral practice impacts on employee's commitment in selected manufacturing firms in Nigeria?

Table 2: Responses of respondents on what extent does employee referral practice impacts on employee's commitment in selected manufacturing firms in Nigeria

S/N	Question Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Recruitment practice gives room for pre-screened by current employees and ensuring that the applicant has the necessary skills and a better cultural fit.	630	400	132	40	10	1212	4.04	0.030
		126	100	44	20	10	300		
		42%	33%	15%	7%	3%	100%		
2	Referred employees are more likely to stay long-term thereby reducing turnover costs and increasing team stability.	580	400	162	26	17	1185	3.95	0.029
		116	100	54	13	17	300		
		39%	33%	22%	4%	2%	100%		
3	Referred employee adapt faster to the work environment due to existing connections and a better understanding of company expectations.	610	400	144	46	7	1207	4.02	0.030
		122	100	48	23	7	300		
		41%	33%	16%	8%	2%	100%		
4	Recruitment practice they often know existing employees, easing integration and strengthening team dynamics.	865	276	111	24	8	1284	4.28	0.032
		173	69	37	12	8	300		
		58%	23%	12%	4%	3%	100%		
5	Recruitment practice due to existing connections and a better understanding of company expectations, they adapt faster to the work environment.	590	416	144	40	10	1200	4.00	0.027
		118	104	48	20	10	300		
		39%	34%	17%	7%	3%	100%		
	Grand Mean							4.058	0.0232

This table shows that the respondents indicated their option on what extent does employee referral practice impacts on employee's commitment in selected manufacturing firms in Nigeria. The respondents are in agreement with all the items. The research items 1,2,3,4,5 have mean score of above 3.5 point respectively and it was rated great extent by respondents. The study revealed that employee referral practice has significant impact on employee's commitment in selected manufacturing firms in Nigeria since recruitment practice gives room for pre-screened by current employees and ensuring that the applicant has the necessary skills and a better cultural fit (Grand mean (4.058) is greater than cut-off mean (2.5).

Question (2) What is the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria?

Table 3: Responses of respondents on what is the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria

S/N	Question Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Recruitment agencies work with candidates who are seeking new positions which can serve save and time searching through talent pools on LinkedIn.	900	248	84	46	7	1285	4.28	0.030
		180	62	28	23	7	300		
		60%	21%	9%	8%	2%	100%		
2	Recruitment agencies have extensive networks and databases of qualified candidates, allowing them to access a larger talent pool	630	400	132	40	10	1212	4.04	0.037
		126	100	44	20	10	300		
		42%	33%	15%	7%	3%	100%		
3	Recruitment agencies offer valuable benefits through their extensive market insights and expertise in building employer branding like the values, culture and unique selling points of the company	1000	252	75	18	3	1348	4.49	0.033
		200	63	25	9	3	300		
		67%	21%	8%	3%	1%	100%		
4	Recruitment agencies can effectively screen and evaluate candidates, ensuring that you receive high-quality and pre-vetted individuals who match specific requirements.	950	292	45	24	10	1321	4.40	0.032
		190	73	15	12	10	300		
		64%	24%	5%	4%	3%	100%		
5	Recruitment agencies can help maintain the privacy of an organization's hiring activities and handle its hiring requests with the utmost confidentiality.	630	400	132	40	10	1212	4.04	0.030
		126	100	44	20	10	300		
		42%	33%	15%	7%	3%	100%		
	Grand Mean							4.250	0.0324

This table shows that the respondents indicated their option on what is the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria. The research items 1,2,3,4,5 have mean score of above 3.5 point respectively and it was rated great extent by respondents. The study revealed that recruitment agencies practice has significant impact on employee service delivery in selected manufacturing firms in Nigeria since recruitment agencies can effectively screen and evaluate candidates, ensuring that you receive high-quality and pre-vetted individuals who match specific requirements (4,250 is greater than cut-off Mean (2.5).

4.1 Test of Hypotheses
The two hypotheses were formulated for this study and will be tested and a decision taken is based on the rule below.
Decision rule: Reject Hi if p-value > 0.01

4.1.1 Hypothesis One
H2 = Employee referral practice has no significant impact on employee's commitment in selected manufacturing firms in Nigeria.

Model Summary				
Model	R	R square	Adjusted R square	Std. error of the estimate
1	.861a	.816	.865	.26055

a. Predictors: (Constant), Employee referral practice

ANOVAa						
Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	37.441	1	37.441	12.204	.000b
	Residual	917.332	299	3.068		
	Total	954,773	300			

a. Dependent Variable: Employee commitment, b. Predictors: (Constant), Employee referral practice

Coefficientsa						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	.721	.089	-	8.111	.000
	Employee referral practice	.577	.082	.931	7.039	.000

a. Dependent Variable: Employee commitment

In testing this hypothesis, employee referral practice was regressed against employee's commitment. The result of the single-regression analysis showed the model to evaluate the impact of employee referral practice on employee's commitment in selected manufacturing firms in Nigeria.

Employee commitment = 0.721 + 0.577 employee referral practice
The empirical result showed that the coefficient of employee

referral practice has positive impact on employee's commitment; it means that employee referral practice has positive and direct impact on employee's commitment. The results of the t – statistics denoted that the coefficient of employee referral practice was statistically significance. This is because observed values of t – statistics (7.039) was greater than its p-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis two was

statistically significance. This was because observed value of the F – statistics (12.204) was great than its p-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.861. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that employee referral practice has positive and significant impact on

employee's commitment in selected manufacturing firms in Nigeria.

4.1.2 Test of hypothesis two
H_2 = Recruitment agencies practice has no significant impact on employee service delivery in selected manufacturing firms in Nigeria.

Model Summary				
Model	R	R square	Adjusted R square	Std. error of the estimate
1	.792a	.706	.965	.20455

a. Predictors: (Constant), Recruitment agencies practice

ANOVAa						
Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	33.299	1	33.299	6.984	.000b
	Residual	1425.632	299	4.768		
	Total	1458.931	300			

a. Dependent Variable: Employee service delivery, b. Predictors: (Constant), Recruitment agencies practice

Coefficientsa						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	.418	.075		5.568	.000
	Recruitment agencies practice	.201	.017	.969	11.826	.000

a. Dependent variable: Employee service delivery

In testing this hypothesis, recruitment agencies practice was regressed against employee service delivery. The result of the single-regression analysis showed the model to ascertain the impact of recruitment agencies practice on employee service delivery in selected manufacturing firms in Nigeria.

Employee service delivery = 0.418 + 0.201 Recruitment agencies practice
The empirical result showed that the coefficient of recruitment agencies practice has positive impact on employee service delivery, it means that recruitment agencies practice has positive and direct impact on employee service delivery. The results of the t – statistics denoted that the coefficient of recruitment agencies practice was statistically significance. This was because observed values of t – statistics (11.826) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis three was statistically significance. This was because observed value of the F – statistics (6.984) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.792. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that recruitment agencies practice has positive and significant impact on employee service delivery in selected manufacturing firms in Nigeria.

4.2 Discussion of findings
Impact of employee referral practice on employee's commitment in selected manufacturing firms in Nigeria
The findings of the study revealed that employee referral

practice has significant impact on employee's commitment in selected manufacturing firms in Nigeria since recruitment practice gives room for pre-screened by current employees and ensuring that the applicant has the necessary skills and a better cultural fit (t-statistic; 7.039; p-value; 0.000 < Sig-value; 0.05). The outcome of the study is in line with the study of Bindu & Govindarajulu, (2025) [3] that examined the relationship between recruitment and selection practices and their impact on employee satisfaction within organizations. Recruitment and selection are critical human resource functions that determine the quality of talent entering a company, directly influencing organizational performance and employee engagement. The research highlights how transparent procedures, fairness in candidate evaluation, alignment of skills with job roles, and timely communication contribute to higher satisfaction levels among employees. Conversely, ineffective or biased recruitment practices may lead to dissatisfaction, low morale, and increased turnover. The findings suggest that when organizations adopt systematic and objective recruitment and selection methods, they not only attract competent employees but also foster a sense of trust, fairness, and commitment among the workforce. Ultimately, effective hiring practices are shown to be a key driver of employee satisfaction, which in turn enhances overall organizational success.

Effect of waste recycling strategy on employee health and safety of food and beverage firms in Nigeria
The findings of the study revealed that recruitment agencies practice has significant impact on employee service delivery in selected manufacturing firms in Nigeria since recruitment

agencies can effectively screen and evaluate candidates, ensuring that you receive high-quality and pre-vetted individuals who match specific requirements (t-statistic; 11.826; *p*-value; 0.000 < Sig-value; 0.05).

The outcome of the study is not in line with the study of Anditi, Ngari & Bartocho, (2024) [2] that investigated the effect of recruitment practices on employee performance in public universities in Nyanza region, Kenya. Specifically, the study sought to determine the effect of internal recruitment and talent pool database on employee performance in public universities in Nyanza region, Kenya. The target population comprised of 3,129 individuals, and the sample size of 355 teaching and non-teaching staff were determined using the Yamane formula, employing random sampling techniques for data collection. A structured questionnaire was utilized as the primary data collection tool in a quantitative research design. Data analysis was conducted using both descriptive statistics and inferential statistics The empirical result showed that recruitment practices have a significant positive effect on employee performance.

5.1 Summary of findings
The following are the major findings of the study**:**
- The study revealed that employee referral practice has significant impact on employee's commitment in selected manufacturing firms in Nigeria since recruitment practice gives room for pre-screened by current employees and ensuring that the applicant has the necessary skills and a better cultural fit (t-statistic; 7.039; *p*-value; 0.000 < Sig-value; 0.05).
- The study revealed that recruitment agencies practice has significant impact on employee service delivery in selected manufacturing firms in Nigeria since recruitment agencies can effectively screen and evaluate candidates, ensuring that you receive high-quality and pre-vetted individuals who match specific requirements (t-statistic; 11.826; *p*-value; 0.000 < Sig-value; 0.05).

5.2 Conclusion
This study concluded that there is positive and significant impact recruitment and selection practices on employee's performance in selected manufacturing firms in Nigeria. Recruitment agencies act as key resources in today's competitive job market, as they connect candidates with potential employers. They help fulfil job and staffing requirements, either by assisting candidates in finding their dream job or by enabling recruiters to hire the right candidates for the organization they work at. Recruitment agencies have extensive networks and databases of qualified candidates, allowing them to access a larger talent pool than what may be available through traditional hiring methods. They actively source candidates through various channels, such as job boards, social media platforms and professional networks, and maintain their own database of qualified individuals.

Employee referrals offer job boards, and external recruiters cannot: highly trusted candidates, faster screening, and stronger alignment with a company's culture and expectations. In a

market where skills are scarce and hiring cycles are long, a well-structured referral program can give businesses a measurable competitive edge. Employee referrals tend to stay around longer, perhaps because they are personally connected to their peers. That's not to mention that the referrer themselves may feel more respected and valued too after their company takes their recommendation.

5.3 Recommendations
Based on the findings of this study, the following recommendations were made-
- Management of manufacturing firms in Nigeria should quipped managers with the skills to provide meaningful feedback and facilitate development discussions. Training hiring managers on effective recruitment and selection techniques is essential for ensuring fair and constructive evaluations. Management of manufacturing firms in Nigeria should implement structured selection processes that include standardized interviews, assessments, and reference checks. This approach enhances the objectivity and fairness of the hiring process.
- Management of manufacturing firms in Nigeria should creating a positive candidate experience during the recruitment process that can enhance the organization's reputation and attract top talent. Organizations should communicate transparently with candidates and provide timely feedback throughout the selection process. Organizations should create comprehensive job descriptions that clearly outline roles, responsibilities, and required qualifications. This clarity helps attract suitable candidates and sets clear expectations for performance.

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