Internal Recruitment Strategy and Employee Performance in Universities in Edo State, Nigeria

By

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Abstract

Internal Recruitment Practices Play A Critical Role In Employee Performance. This Study Examined Internal Recruitment Practices And Employee Performance Of Selected Universities In Edo State. Job Posting And Employee Referral Strategy Were The Variables Used. The Study Employed A Correlational Research Design. The Population Of The Study Comprised Of Academic Staff Of Selected Universities In Edo State. The Stratified Random Sampling Technique Was Used In Selecting The Sample Size Which Was 350 Using Taro Yamane Formula. Primary Data Was Utilized In This Study And This Was Obtained With The Aid Of A Questionnaire. The Data Was Analyzed Using Both Descriptive And Regression Analysis. Statistical Package For Social Sciences (SPSS) Version 20 And E-Views 10 Software Was Utilized In Conducting The Analysis. The Result Revealed That Job Posting And Employee Referral Strategy Has Significant Effect On Performance Of The Three Studied Institutions. It Was Concluded That The Relationship Between Recruitment Practices And Performance Of The Institutions Is Significant And Positive. The Study Recommended Among Others That The Head Of The Human Resource/Personnel Department Of The Studied Tertiary Institutions Should Encourage The Use Of Job Posting And Employee Referral Strategy As It Could Affect The Performance Level Of The Studied Institutions

Key words: internal recruitment strategy, Employee performance, job posting, employee referral strategy

Introduction

Recruitment is the process of discovering and catching qualified or appropriate applicant to fill the vacant position (Anwar & Abdullah, 2021). Recruitment process includes a systematic procedure from sourcing the candidates to orchestrating and leading the interviews and requires numerous resources and time. According to Abdulla et al. (2017), the traditional process of recruiting is starting with job description and job specification. The job description describes the work responsibilities of the successful job present. The job specification specifies the experience a person should possess in order to carry out the work (Anwar & Shukur, 2015).

Globally, recruitment is one of the core areas of human resource management. The success or failure of the recruitment practices has a significant impact on the organization's growth and the process should be consistent with the organizational strategy, vision and values. According to Armstrong (2009), the competition for talent is intensifying, as there are fewer qualified and talented applicants available. The shortage of talented applicants makes it all the more important for organization to be able to effectively attract, select and maintain quality candidates. Effective recruitment and selection strategies result in improved organization outcome, hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

There are mainly two sources of recruitment: internal and external (Adeyemi, Dumade & Fadare, 2015). Recruiting individuals to fill a particular post within an organization can be done either internally by recruitment within the firm or externally by recruiting people from outside internal recruitment could be done by encouraging the current employees to apply for the positions within the organization, such recruitment gives the staff opportunity to move into firms of more desirable jobs, which may also create further openings that will require to be filled

According to Armstrong (2014), organizations use internal job posting and employee referral to recruit and these relatively easy and inexpensive ways to identify candidates both inside and outside the organization. Internal job posting programme according to them, are also an excellent method of providing promotion opportunities for employees and minimizing employee complains of unfair treatment and discrimination. Anna (2010), noted that quite number of potential employees with the ambitions of changing their jobs exist, but with the opportunity that most of the personnel department exploit is attempting to fill the vacant position within the organization, by doing so it will help the organization to utilize their own personnel in filling the vacant positions before recruiting from outside the organization.

The changes in the global environment have led to more focus on how to recruit and managing human resources effectively (Amstrong, 2014). Recruitment provides one of the best opportunities to influence overall employee performance. If an organization does not have sufficient level of recruitment productivity, i.e., the quantity, quality and timeliness of skill brought into the organization, it will be challenged to achieve even its most basic business goals. Life inside an organization that is critically short of talent is usually quite unpleasant. Everyone feels over-worked, stressed out, demoralized and de-motivated since employees cannot perform at their best in such circumstances. On the other hand, organizations that do achieve control of their talent supply, are much better positioned to achieve greater business results. In such organizations, management can turn its attention to more skillful and beneficial workforce improvement efforts. For example, free from worry about talent supply, the organization can spend more of its efforts on improving the business competence of the workforce.

Literature Review

Internal Recruitment Strategy

It is a recruitment which takes place within the organization. Internal sources of recruitment are readily available to an organization. Internal recruitment refers to the process of a candidate being moved from one job to another, perhaps as a promotion, within their current organization. Internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. An advantage of this is the organization's

familiarity with the employee's competencies (insofar as they are revealed in their current job) and their trustworthiness. It can also be quicker and lower cost-to-hire someone from another part of the same organization. Ekwoaba, Ikeije and Ufoma, (2015) argued that a temporary internal recruitment for a period of a few months sometimes occurs, after which the employee would normally be expected to return to their previous job, is known as a secondment; someone on a secondment is said to be seconded to the new team. Secondments may also take place between related organizations. Internal recruitment is cheaper and quicker than other external mode of recruitment. Time spent in training and socialization is also reduced. It is also argued that internal recruitment reduces costs and minimizes time spent on mobilizing for new employees.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when job vacancies occur. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candidates through analyses of work histories within the organization. An internal search of the personnel data bank can flag personnel within minimum qualifications for the job opening. Such system is more compatible with adapting the organization to the needs of individuals.

But a drawback of internal recruitment is that it might refrains the organizations from new blood. In internal recruitment it is difficult to find the "right" candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies. When vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level, therefore the researcher is quick to mention that though recruitment internally is justified, there is need for other sources of recruitment to attain required competency (Ofori & Aryeetey, 2011).

Another source of internal recruitment is job postings (Kotler & Keller, 2000). Job posting is a form of recruitment advertising that can be defined as any internal

announcement by an organization. Employees are considered as a wide pool for job vacancies in an organization. Internal job postings require issuing a circular regarding these vacancies to all employees in the organization, which provides an opportunity for employees who have the necessary efficiency, capabilities, and competences to apply for the vacancies (Ofori & Aryeetey, 2011). Employee referrals are also an internal channel for recruiting highly-skilled employees.

Job Posting Strategy

Where an organization decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition. A job posting system has a number of advantages. From the view point of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees. (Opatha, 2010)

Employee Referral Strategy

Employee referral hiring is a theoretically interesting and popular method of recruitment that relies on organizational employees(referrers) to communicate job opening information to individuals in their social network (referred workers). Employee referrals have remained a viable practice for decades, filling 30% to 50% of job openings (Castilla, & Moore, 2000). Employee referral is an internal recruitment method employed by organizations to identify potential candidates from their existing employees. An employee referral scheme encourages a company's existing employees to select and recruit the suitable candidates from their social networks. As a reward, the employer typically pays the referring employee a referral bonus. Recruiting candidates using employee referral is widely acknowledged as being the most cost effective and efficient recruitment method to recruit candidates and as such, employers of all sizes, across all industries are trying to increase the volume of recruits through this channel. This policy aims to bring candidates with requisite qualification and skills to the organization through employees which help in successful placement of the candidate, where the employee will be awarded on the basis of placement Employee referral is defined as “recruitment method in which the current employees are encouraged and rewarded for introducing suitable recruits from

among the people they know". An effective employee referral program should be an integral part of any employee recruiting process. Candidates hired through referral programs are considered to be better performers, as they tend to be pre-qualified by the referrer and better suited for specific jobs. Hiring based on referrals, reduce work load and saves time, strengthens the bond with existing employees, boosts the employer brand, turns employees into brand advocates and improves the employee retention rate (Gamage, 2014)..

Employee Performance Indicators

Recruiting employees and measuring their effectiveness is a key objective of any HR department. To ensure that there is adequate return on investment in training of new and current employees, the organization has to establish key performance indicators (KPI). KPI if created and tracked properly serve as a benchmark for measuring the progress of employees towards a set of broader based goals or objectives (Lilly, 2011). However, most organizations are faced with the challenges of developing a good KPI. Lilly (2011) suggests that quality key performance indicators for tracking employee training effectiveness should include:

(a)measurable and quantifiable indicators;
(b) competency based indicators;
(c) linked to proficiency indicators; and
(d) mapped to organizational and employee goals indicators.

Hakala (2008) explains that performance measurement uses the following indicators of performance.

1. Quantity: This indicator places emphasis on the number of units produced, processed or sold against the set standard i.e. the number of units to be produced, processed or sold.
2. Quality: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.
3. Timeliness: This indicator measures how fast work is performed or how fast services are provided. For example, in a service industry, the average customer's

downtime is a good indicator of timeliness, while in a manufacturing outfit, it might be the number of units produced per hour.
4. Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs.
5. Absenteeism/Tardiness: An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too.
6. Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.
7. Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.
8. Gossip and Other Personal Habits: This indicator may not seem performance-related to the employee, but some personal habits, like gossip, can detract from job performance and interfere with the performance of others. The specific behaviours should be defined, and goals should be set for reducing their frequency.

Theoretical Framework

This study rests on Human Capital Theory. Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The basic concept of Human Capital Theory is that investments in individuals can be mathematically measured based on the economic value they are able to contribute to society. Human capital is often subdivided into categories such as cultural capital, social capital, economic capital, and symbolic capital

Human capital theory underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Davenport 1999; Armstrong, 2006). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2010) explains that, individuals generate, retain and use knowledge and skill. The premise in the human capital theory, according to Armstrong (2006) is that people

and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.

Hassan (2012) conducted a study titled "The effect of recruitment on the performance of organizations: case study of East Africa university Bossaso (EAU), Somalia". The study was, aimed at finding out the major recruitment practices used by the university and how they affect employee performance. Both qualitative and quantitative research designs were used and used a sample of 52 respondents from east Africa in punt land Somalia was choosen. The findings indicated that the east Africa university was dominated by men (with 61.5%), and that level of education of most of the employees was dominated by Degree holders. The study also found out that internal recruitment was the main source of recruitment, external recruitment was used only when there is no qualified employee within the organization. It was also found that the employees' performance at east Africa university was poor. The study recommended that the east Africa university should train all its staff in order to improve its performance

Chesang (2015) conducted a study titled "Recruitment and selection on Organizational Performance a case study of Mukwano group of companies". The study was set to establish the effect of recruitment and selection on organizational performance in Mukwano group of companies, It was guided by three research objectives. The study adopted a descriptive study which uses both quantitative and qualitative tools of data analysis. The study adopted the sample of 110 respondents chosen from the case study area. The study findings were therefore that recruitment policies affect organization's performance at Mukwano group of companies, the study findings were therefore that majority of the respondents contend with attainment of expertise and quality staff with 72. 7% of the total number of respondents, followed by reducing work related conflicts with 65.4% followed by stimulating productivity. It was finally established that recruitment methods affect organizational performance at Mukwano group of companies. The results were that selection of quality. The study recommendations were based on the need to improve recruitment and selection procedures in the organization.

Ekwoaba, Ugochukwu and Ndubuisi (2015) conducted a study titled "The impact of recruitment and selection criteria on organizational performance. This study investigates the impact of recruitment and selection criteria on performance using Fidelity Bank Plc, Lagos Nigeria as focal point". The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents revealed that recruitment and selection criteria have significant effect on organization's performance ($X2 = 35.723$; $df = 3$; $p<0.05$). The more objective the recruitment and selection criteria, the better the organization's performance ($X2 = 20.007$; $df = 4$; $p<0.05$)

Research Questions

For the purpose of this research, the following research questions were formulated to guide this study:

1. To what level is the degree of relationship between the job posting and employee performance of selected universities in Edo State?
2. To what extent does employee referral strategy influence employee performance of selected universities in Edo State.

Research Hypotheses

1. H_{01}: There is no significant relationship between job posting strategy and employee performance of selected universities in Edo State.

H_{02}: Employee referral strategy has no significant influence on employee performance of selected universities of Edo State.

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Methodology

This study used correlational research design. This research concentrates on the relationship among variables more than on testing activity impact, and uses correlation research design..

The population of the study consisted of all academic staff of selected universities in Edo state, Nigeria. The universities are University of Benin Benin City, Ambrose Alli University, Ekpoma and Benson Idahosa University, Benin City. The above stated universities were selected based on their ownership and size – Federal, State and Private university and within the geographical scope of study. The total number of academic staff in the three universities was 2814.

Table I Population Size

UNIVERSITIES	NUMBER
University of Benin Benin City	1922
Ambrose Alli University, Ekpoma	650
Benson Idahosa University	242
Total	2,814

Source: Human Resource/Personnel Department of the various Universities

The sample was determined using the stratified random sampling technique. In determining the sample size of the study, from the population, 350 of the population were selected from each of the universities under study, using the Taro Yamane formula

Instrument

Data was collected using questionnaire. The questionnaire had three sections, namely; Sections A, B and C. Section A of the instrument sought for the comprehensive bio-data of the respondents. Section B consisted of thirty (30) items grouped into five categories. The first Category A consist of six (6) items which sought information on degree of relationship between the job posting and employee performance in universities, the second Category B consist of six (6) items which sought information on extent employee referral strategy influence employee performance in universities.

The instrument was weighted on a five (5) point rating scale for the respondents to make their responses as follows: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD) which was categorized with numerical values of 5, 4, 3, 2, and 1 for statistical coding and analysis.

To determine face and content validity of the instrument, the instrument was given to the researcher supervisor and three other experts in the Department of Business Administration, Faculty of Management Sciences, in Benson Idahosa University. Corrections noted were effected before the final draft was used.

In order to determine the reliability of the research instrument, thirty-five (35) copies of the questionnaire were administered to respondents of Igbinedion

University, Okada who were not part of the study to pre-test the research instrument. The data collected from the retrieved questionnaire was tested with the Cronbach alpha reliability test to determine the internal consistency of the questionnaire items. Suwannoppharat and Kaewsa (2015) assertion of a reliability coefficient of 0.696 and above as an acceptable value was used for the study The Cronbach alpha value for each category on the questionnaire is shown in the table below.

The table above reveals that a reliability value of 0.816>0.696 was obtained for job posting, a reliability value of 0.792>0.696 was obtained for employee referral, a reliability value of 0.744>0.696 was obtained for employee performance (organizational performance). The foregoing shows that the instrument is reliable.

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Model Specification

The model technique used was the regression model. The regression model having a functional form which is given as follows:

$$EP = f(JP, ER)$$

The econometric form of the model is specified as follows

$$EP = Fn (JP + ER + e)$$

Where:
EP = Employee performance
JP = Job Posting
ER = Employee Referral
e= Error term

The apriori expectations for our variables are $\beta_1, \beta_2, \beta_3 \beta_4, e > 0$. This indicates that all dimensions of recruitment strategies which are the independent variables, are expected to have a positive effect on employee performance which is the dependent variable. Specifically, the coefficients $\beta_1, \beta_2, \beta_3 \beta_4$ are the parameters of the models and they describe the directions and strength of the relationship of recruitment strategies on employee performance, while the 'e' represents stochastic error term which capture other factors that may cause variation in the dependent variable but not included in the model.

Data Analysis

Copies of the questionnaire were given to the respondents and analyzed. As the data were collected it was edited, coded transcribed and then cleaned. The data was then coded by attaching numerical value to every quantitative data. The data when collected was analyzed using descriptive statistics and Regression Analysis. This was aided by Statistical Package for Social Sciences (SPSS) version 20 and E-Views 10.

Research Question One

To what level is the degree of relationship between the job posting and organizational performance of universities in Edo State?

Table ii: Descriptive Statistics for Job Posting (CUMMULATIVE)

Descriptive Statistics

	N	Mean	Std. Deviation
Q1	312	4.0000	1.05172
Q2	312	3.9904	1.09217
Q3	312	3.2756	1.23754
Q4	312	3.7308	1.10448
Q5	312	3.9263	.95780
Q6	312	3.6827	1.27250
Valid N (listwise)	312		

Source: Field Survey, 2022

From Table ii, it can be deduced that questionnaire item 1 has a mean value of 4.0000 and a SD of 1.05172, item 2 has a mean value of 3.9904 with a SD of 1.09217, item 3 has a mean value of 3.2756 with SD of 1.23754, item 4 has a mean value of 3.7308 with a SD of 1.10448, item 5 has a mean value of 3.9263 with a SD of .95780 and item 6 has a mean value of 3.6827 with a SD of 1.27250. The mean scores of the responses from the questions relating to job posting for the universities studied are >2.5. This makes the responses acceptable for the study. This means that the degree of relationship between the job posting and employee performance of the universities sampled is high

Table iii: Descriptive Statistics for Employee Performance (CUMMULATIVE)

Descriptive Statistics

	N	Mean	Std. Deviation
Q25	312	3.0192	1.21073
Q26	312	3.0192	1.21073
Q27	312	3.0224	1.23043
Q28	312	2.9872	1.22139
Q29	312	2.9679	1.21046
Q30	312	3.0994	1.21343
Valid N (listwise)	312		

Source: Field Survey, 2022

The mean scores of the responses from the questions relating to organizational performance cumulative are >2.5. This makes the responses acceptable for the study.

Research Question Two

To what extent does employee referral strategy influence organizational performance of universities in Edo State?

Table iv: Descriptive Statistics for Employee Referral (CUMMULATIVE)

Descriptive Statistics

	N	Mean	Std. Deviation
Q7	312	3.1410	1.34163
Q8	312	3.1122	1.12994
Q9	312	3.0641	1.30879
Q10	312	3.2372	1.19276
Q11	312	3.2660	1.37843
Q12	312	3.0256	1.24724
Valid N (listwise)	312		

Source: Field Survey, 2022

From Table iv, it can be deduced that questionnaire item 7 has a mean value of 3.1410 and a SD of 1.34163, item 8 has a mean value of 3.1122 with a SD of 1.12994, item 9 has a mean value of 3.0641 with SD of 1.30879, item 10 has a mean value of 3.2372 with a SD of 1.19276, item 11 has a mean value of 3.2660 with a SD of 1.37843

and item 12 has a mean value of 3.0256 with a SD of 1.24724. The mean scores of the responses from the questions relating to employee referral for UNIBEN are >2.5.. This makes the responses acceptable for the study. This means that the degree of influence between employee referral strategy and organizational performance in UNIBEN is high. The mean scores of the responses from the questions relating to employee referral cumulative are >2.5. This makes the responses acceptable for the study.

Table v: Descriptive Statistics for Organizational Performance (CUMMULATIVE)

Descriptive Statistics

	N	Mean	Std. Deviation
Q25	312	3.0192	1.21073
Q26	312	3.0192	1.21073
Q27	312	3.0224	1.23043
Q28	312	2.9872	1.22139
Q29	312	2.9679	1.21046
Q30	312	3.0994	1.21343
Valid N (listwise)	312		

Source: Field Survey, 2022

The mean scores of the responses from the questions relating to organizational performance cumulative are >2.5. This makes the responses acceptable for the study.

Hypothesis One

H_{01}: There is no significant relationship between job posting strategy and organizational performance of Universities in Edo State

Table vi: Cumulative Regression Output of Hypothesis one

Dependent Variable: ORG_PERF
Method: Least Squares
Date: 12/02/22 Time: 03:33
Sample: 1 312
Included observations: 312

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.202307	0.231364	13.84097	0.0000
JOB_POS	0.913657	0.013938	65.55307	0.0000

R-squared	0.932714	Mean dependent var	16.94231
Adjusted R-squared	0.932497	S.D. dependent var	6.660089
S.E. of regression	1.730380	Akaike info criterion	3.940949
Sum squared resid	928.2066	Schwarz criterion	3.964942
Log likelihood	-612.7880	Hannan-Quinn criter.	3.950538
F-statistic	4297.205	Durbin-Watson stat	1.839325
Prob(F-statistic)	0.000000		

Source: Field Survey, 2022

The results revealed that job posting has significant effect on performance of the three studied institutions (β =0.914, t-statistics =13.84097, $p<0.05$). Also, job posting is a predictor of organizational performance (F-statistics=4297.21; R-squared=0.933; $p<0.05$). The predictor variable single handedly explained 93.3% of the variance in organizational performance, while the remaining 6.7% could be due to the effect of the extraneous variables. The Durbin Watson value of 1.8 reveals that there is no first order serial correlation. This makes the result acceptable.

Hypothesis Two

H_{02}: Employee referral strategy has no significant influence on organizational performance of Universities in Edo State

Table vii: Cumulative Regression Output of Hypothesis two

Dependent Variable: ORG_PERF
Method: Least Squares
Date: 12/02/22 Time: 03:35
Sample: 1 312
Included observations: 312

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.463938	0.266332	13.00611	0.0000
EMP_REF	0.898095	0.016024	56.04808	0.0000

R-squared	0.910181	Mean dependent var	16.98718
Adjusted R-squared	0.909891	S.D. dependent var	6.635660
S.E. of regression	1.991900	Akaike info criterion	4.222444
Sum squared resid	1229.976	Schwarz criterion	4.246438
Log likelihood	-656.7013	Hannan-Quinn criter.	4.232034
F-statistic	3141.387	Durbin-Watson stat	1.984700
Prob(F-statistic)	0.000000		

Source: Field Survey, 2022

The results revealed that employee referral strategy has significant effect on performance of the three studied institutions (β =0.898, t-statistics =13.00611, $p<0.05$). Also, employee referral strategy is a predictor of organizational performance (F-statistics=3141.387; R-squared=0.910; $p<0.05$). The predictor variable single handedly explained 91.0% of the variance in organizational performance, while the remaining 9.0% could be due to the effect of the extraneous variables. The Durbin Watson value of 2.0 reveals that there is no first order serial correlation. This makes the result acceptable.

Findings and Discussion

Results obtained from the research question one and test of hypothesis one for UNIBEN, AAU and BIU reveals that there is a significant high positive relationship between job posting strategy and organizational performance of tertiary institutions in Edo State. This is in tandem with the study of Hassan (2012).

He examined the effect of recruitment on the performance of East Africa University (EAU), Bossaso, Somalia. The findings revealed that job posting as a recruitment strategy could affect the performance of the studied institution. The study of Nainggolan, Sinulingga, and Absah (2020) also aligns with findings obtained from the test of hypothesis one. They examined an analysis of recruitment strategies in efforts to improve employee performance of PT. Toba Pulp Lestari Porsea. Findings revealed that job posting had a positive and significant effect on employee performance of PT. Toba Pulp Lestari Porsea. The study of Turyasingura and Nuwagaba (2019) who carried out a study on internal recruitment and employee performance in Ugandan police force – Mbarara District also corroborates findings obtained from a test of hypothesis one. Findings revealed a relationship between job posting and performance of Ugandan police force – Mbarara District.

Results obtained from the test of hypothesis two for UNIBEN, AAU and BIU shows that there is a significant positive relationship between employee referral strategy and organizational performance of tertiary institutions in Edo State. This is in line with the study of Adeyemi, Dumade and Fadare (2020). They examined the influence of recruitment and selection on organizational performance using staff of Access Bank, Odogunyan branch as the organization of study. Findings revealed a strong significant positive relationship between employee referral strategy and employee performance of the studied financial institution. The work of Samwel, Omari and Szumbah (2022) who examined the influence of employees' recruitment on performance outcomes of family-owned business in Nyamagana and Ilemela Districts, Tanzania is also in tandem with findings obtained from a test of hypothesis two. Findings revealed a strong significant positive relationship between employee referral and performance of family-owned businesses in Nyamagana and Ilemela districts, Tanzania. The work of Oaya, Ogbu and Remilekun (2017) who examined the impact of recruitment and selection strategy on employees' performance of three selected manufacturing companies in Nigeria also corroborates findings obtained from a test of hypothesis two. Findings revealed a strong positive relationship between employee referral and performance of the three studied manufacturing firms.

Conclusion

The study concludes that the relationship between recruitment practices and performance of the studied tertiary institutions in Edo State, Nigeria is significant and positive. Specifically, findings of the study revealed that an application of job posting strategy by the studied tertiary institutions could affect their performance level. This study also shows that the utilization of employee referral strategy by UNIBEN, AAU and BIU could impact the performance level of these tertiary institutions

Recommendations

Sequel to the conclusion, the researcher made the following recommendations:

1. The head of the Human Resource/Personnel Department of the studied tertiary institutions should encourage the usage of job posting recruitment strategy as it could affect the performance level of the studied institutions.
2. Management of the studied institutions should encourage employees to refer competent employees as it could affect the performance of the studied institutions.

Limitation of the Study

The researcher is limited in scope as only three institutions were studied, and also data were collected only from academic staff. Furthermore, only two variables of internal recruitment were studied.

Author's Contribution

The first author wrote the introduction, background, literature review and references. The second author carried out the analysis, discussion and the conclusion part of the study

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Conflict of Interest
The authors have not declared any conflict of interests.

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