

RECRUITMENT, ON-BOARDING AND EMPLOYEE PERFORMANCE OF PHARMACEUTICAL COMPANIES IN ANAMBRA STATE, NIGERIA

Odoemenam, Longinus Chukwumanya

Department of Business Administration,
Faculty of Management Sciences,
Chukwuemeka Odumegwu Ojukwu University,
Anambra State Nigeria

Prof M.C. Okeke

Department of Business Administration,
Faculty of Management Sciences,
Chukwuemeka Odumegwu Ojukwu University,
Anambra State Nigeria

Prof G.C. Mgbemena

Department of Business Administration,
Faculty of Management Sciences,
Chukwuemeka Odumegwu Ojukwu University,
Anambra State Nigeria

Abstract

This study examined recruitment, on-boarding and employee performance of pharmaceutical companies in Anambra State, Nigeria. Specifically, the study verified the effect of recruitment on operational performance of pharmaceutical companies in Anambra State and the effect of On-boarding on environmental performance of pharmaceutical companies in Anambra State. The study was anchored on Expectancy Theory and Attraction Hiring-Attrition Theory. Descriptive research design was adopted. The population of the study comprises 2220 employees of the selected 14 pharmaceutical companies in Anambra state, Nigeria. The sample size for the study comprised 406 employees of the selected pharmaceutical companies in Anambra State which was adopted using Cochran formula. Regression Analysis was used in testing hypotheses. The study discovered that recruitment had a positive significant effect on operational performance of pharmaceutical companies ($\beta = 834$, $t = 29.023$, $p = 0.000 < 0.05$) and On-boarding had a positive significant effect on environmental performance of pharmaceutical companies in Anambra State, Nigeria ($\beta = 762$, $t = 23.398$, $p < 0.05$). The study concluded that of recruitment and On-boarding has

positive and significant effect on employee performance of Pharmaceutical Companies in Anambra State, Nigeria. Amongst the recommendations is that management of Pharmaceutical companies should develop proper system that emphasize more on employee training and development, support from management; and simultaneously work on improving regulations and working environments in order to enhance organizational performance.

Recruitment: On-boarding, Employee Performance, Pharmaceutical Companies, Anambra State, Nigeria

Introduction

Employee Performance is the achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (Aroosiyah & Ali, 2019). Most of managerial level employees' focus on monetary benefits, promotion, job satisfaction, and job design in order to enhancing the employee performance. (Ali & Rehman, 2023;).

The success of every business is directly connected to the performance of those who work for that business. Underperformance can be as a result of workplace failures. Given that hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is very important that conscious efforts are put into human resource planning (Huselid 2020). The efficiency and effectiveness of business depends largely on the human resources employed by an organization. Hiring practices encompass the strategies and procedures organizations use to identify, attract, assess, and onboard new employees. These practices can significantly impact the quality of hires, employee retention, and overall organizational success. Key aspects include job description development, candidate sourcing, screening, interviewing, assessment, offer negotiation, and on-boarding (Schuster (2024)

Organizational goals are not clearly defined, job designs are not stated in a way that facilitates the achievement of organizational goals, job descriptions and specifications are not appropriately specified, and hiring procedures may be flawed, many organizations struggle to choose the right people for the right jobs (Karia et al., 2021). For example, a lot of organizations lack standardized testing tools. Because of this, test items used to evaluate prospective employees are frequently neither valid nor dependable. Furthermore, bias may be present in the interpretation of test results. The questions posed, the judgments of some panel members may be biased, and the scheduling of

the interviews may not be appropriate in other organizations that conduct interviews. In the end, the company will select the incorrect candidates for employment.

The success and competitive edge of an organization can be traced to the quality of the employee which is brought into the firm through the hiring process. Hiring selecting and recruiting the wrong employees to handle jobs in organization can lead to the production of inferior products, loss of market share and collapse of the organization, while the recruitment of the right personnel can be of competitive edge to the organization. It is regrettable to note that most pharmaceutical companies in Anambra state, Nigeria do not select the right candidates to right job as a result of nepotism, corruption, religion, tribalism and godfatherism. Effect on organization when wrong people recruited affect companies' competitiveness, disciplinary problems, disputes, absenteeism, high labour turnover, fraud, low performance, low profitability, poor service delivery to customers, suppressed creativity, waste of organization resources, innovations and learning. All these hinder the realization of the organization goal. Hiring of workers across many pharmaceutical companies in Anambra state and the death of many newly introduced products are the evidences.

People are integral part of any organization. No organization can run without human resources. In today's highly complex and competitive environment, choice of right person at the right place has far reach implication for an organization' functioning. There are cases of political interference in the hiring which leads to employment of inexperienced personnel in the field which in turn results to too many deaths recorded. Many hiring at times has been influenced by ethnicity and "whom do you know syndrome" instead of experience.

That many organizations do not consider persons fit, work and organizational fit could be as a result of what is called godfatherism or corruption. It could possibly be traceable to unclearly defined organizational goals or culture. The job designs are not properly stated so as to facilitate the achievement of the established goals. Job specification and job description are not well specified too. Furthermore, recruitment and hiring procedure may not be strictly followed.

Sometimes structured questions may be too ambiguous and some panelists may be biased in their judgment. The next action is to consider personnel who might not be worthy for the job. Owing to the nature of public service technique certain candidates were hired without much knowledge of their background such persons take advantage of access to the organization to commit crime. The subordinates or those who do not have the right skill will render inefficiencies and ineffective performance.

Thus, hiring should be given a careful attention, because the success of an employer is largely dependent on how effective and efficient his workers carry out their tasks. It is hard to over emphasize the value of effective hiring techniques. In today's competitive business organization,

where team and network are relevant as added advantage for qualified employees. This study investigates the effect of recruitment and onboarding on employee performance of pharmaceutical companies in Anambra State, Nigeria

Review of Related Literature

Conceptual Review

On – Boarding

Complete paper work, Ensure all necessary employment paperwork is completed. Integrate new employees. Welcome the new hire and provide the training and resources needed to become productive member of the team. Employee onboarding differs from one organization to another. While the process tends to be almost similar, the time-period and tasks involved make each on boarding program unique. Managers seem to consider employee on boarding process as simply the new hire paperwork, more committed team members have a different perspective on the employee on boarding meaning. They consider the entire period from the time an offer is released to the moment where an employee becomes a productive contributor to the organization as a part of employee on boarding. On boarding spans from the minute you make an offer to the time the employee starts genuinely producing in a role. However, the time taken to achieve that might vary from one organization to another. A few organizations consider on boarding a one-day affair whereas others stretch it out for 18 months.

However, for nearly all organizations, the employee on boarding process starts right after the offer letter is sent to a prospective employee. (UKHiring System 2021). Every process that falls within that time period, including the orientation program, the training plan, setting up performance metrics, and a feedback loop, is segmented under the definition of onboarding, which may also encompass systems to support new employees (Akume 2019). An employee onboarding work flow is a set of pre-defined steps that introduce the new employee to the organization's environment and culture. On-boarding process is essential for organizations to engage early with their employees and give them a smooth on-boarding experience. (Muoo 2019) The onboarding process involves various activities such as new hire orientation, training socialization, etc . Employee on-boarding process starts right after the recruitment phase. Once an employee is selected, an HR manager sends a warm welcome email with a few essential documents like the offer letter, links to fill out digital on-boarding policy documents. (Susu. K .2018). Keeping the approach transparent familiarizes the employee with the organization's culture and lets them know what to expect. Once the employee accepts the offer, the best organizations will schedule a quick call to review the forms, benefits, policies, and set expectations. Keeping the new hires engaged will affirm their choice to accept the offer, and forge strong emotional ties with the organization.

(Syed 2019) This is the right time to start sketching the agenda for employee orientation. Just because an employee accepted the offer doesn't promise that they'll turn up for the date of joining. During the waiting period, the employee might be open to offers from other potential employers as well. So, it is critical to build a good rapport with the employee. Let the employee know they are valued. It's a good idea to also plan the waiting period when you're designing your employee on-boarding process

Employee Performance

Employee performance is the aftermath of both individual and united efforts of human elements in the work environment. Employee performance has been the primary issue for every organization, be it profit or non-profit organization. It has been crucial for managers to find out which determinant influence an organization's performance in order to take proper steps to imitate them. However, defining, conceptualizing and measuring performance have not been easy task. Researchers among themselves have different school of thought and definitions of performance, which remains a debatable issue among organizational researchers (Onikoyi, Awolusi and Boyede, 2022). Chetty (2021) sees performance as equivalent to the famous 3 E's (meaning economy, efficiency and effectiveness) of a certain project or venture. However, employee performance is the employee's wherewithal to accomplish required goals by using resources in an efficient and effective manner. Richardo and Wade (2019) defined employee performance as the wherewithal of the employee to accomplish goals and objectives. Employee performance has deteriorated from not only a definition complication, but also from a conceptual issue. The term performance is sometimes disordered with productivity. Productivity is a ratio outlining the volume of work finalized in a given amount of time. Performance is a broader benchmark that could include productivity as well as quality, consistency and other factors. Performance in organization is a multi-dimensional notion whose complexity makes it problematic to be defined from a simple stance. This is because performance is a multi-faceted organizational notion which cannot be calculated using a single measurement tool (Hendry, 2022).

In their opinion, Harold and Amit (2017) stated that performance is getting the job done and generate the result that is targeted at. Performance management is the structured means by which an organization incorporates its employees, as individuals and members of a group, in upgrading organizational usefulness in the attainment of organization mission and goals. Antwi and Owusu (2022) suggests that performance and success of any organization lean on its skilled employees and how systematic the organization can tap into that resource and make logical use of it. In the '50s, employee performance was defined as the degree to which organizations, viewed as a social structure, fulfilled their ambition through the employees according to Geogopoulos and Tamenbaum (1957) as quoted by Garvrea, Ilies and Stegorean (2017). Performance evaluation

during this time was focused on work, people and organizational formation. Later in the '60s and 70s, organizations have begun to survey new ways to appraise their performance and so at this time, performance was interpreted as an organization's wherewithal to exploit its environment for obtaining and utilizing the insufficient resources. The years '80s and '90s were marked by the awareness that the recognition of organizational objectives is more complicated than earlier considered.

Theoretical Framework

Vroom's Expectancy Theory

The theory is also known as expectancy valence theory. Expectancy Theory was developed by Vroom (1964) and its idea is that individuals' expectations in their performance influence their conduct and the reward they look for. It contends that motivation comes to realization through expected performance result and the attached level of reward to the outcome by the individual. As indicated by Vroom organization behaviour evaluation is imperative. He contends that motivation of individuals relies upon their expectations in terms of probability that effort leads to job performance, instrumentality or assumed connection between performance and rewards, and valence which are the assumed valued linked to the reward. Vroom (1964) also trusts that if individuals acknowledge as true a certain worth of a goal and that they will accomplish it through their actions; they will be motivated to accomplish it.

Vroom's theory attests that job performance towards doing anything is because of the individual putting a specific reward on the goal and the likelihood of accomplishing that goal. The theory additionally encourages organization to understand the connection between reward, performance and pay. Vroom points out that inspiration relies upon the expectation that effort will bring about performance. Expectancy theory is critical in informing this study because it explains job performance elements such as linking rewards with job performance. This theory also explains that performance, motivation, and effort are within an individual's motivation and variables such as valence, instrumentality, and expectancy verify this. The higher the effort in work relates to the higher the performance.

Empirical Review

Akpobolokami, (2023) examined the relationship between hiring and and organizational agility of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) International (Multinational) Oil and Gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling was adopted

hence, the entire five (5) International (Multinational) Oil and Gas producing companies in Nigeria were studied. However, for the purposes of data collection, 50 managers were used as respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating influence of green work perceptions. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship hiring and organizational agility of multinational oil and gas companies in Nigeria. Therefore, this study concludes that the adoption of hiring positively enhances organizational agility of multinational oil and gas companies in Nigeria through flexibility, adaptive capacity and sensitivity.

Oke-Oghene, AmahandOlori, (2023) examined the relationship between hiring and hiring and employee creativity in hospitality firms in South-South Nigeria. The cross-sectional survey was adopted, and a total population of one thousand and eighty-six hotel employees from nineteen luxury hotels in South-South Nigeria was covered. Using the authority of Krejcie and Morgan's (1970) sample size determination table, a sample size of two hundred and eighty-five hotel employees was drawn from the population. Purposive sampling was utilised in the study. However, only two hundred and forty-three copies of the questionnaire via Google Forms and an online survey were filled out correctly and were valid. Structural Equation Modelling (SEM) in SPSS-AMOS version 23.0 was used to analyse the nature of the relationship known as path relationships between the bivariate variables. The results of the bivariate analysis revealed that and hiring had a significant positive relationship with measures of employee creativity. It was concluded that hiring relate significantly to employee creativity.

Kadek (2023) examined the influence of Recruitment and hiring on enhancing employee performance at Six Senses Uluwatu, Bali. The aim of this research is to find out how the implementation of GRS and its impact on enhancing employee performance. The data collection methods used in this study are observations, questionnaire, interviews, and literature review. The sample for this research consists of 154 respondents, selected using the stratified random sampling method. The data analysis technique employed is quantitative analysis using simple linear regression, followed by further analysis using descriptive statistical analysis. The results of this study indicate that Six Senses Uluwatu, Bali has implemented Recruitment and hiring and hiring (GRS) implicitly. Based on the analysis of the simple linear regression equation used, the correlation coefficient (R) is found to be 0,596. The coefficient of determination (R Square) is 0,356, which means that the influence of the independent variable, Recruitment and hiring and hiring (GRS), on the dependent variable, employee performance, is 35,6%, while the remaining 64,4% is influenced by other variables. The following equation can be derived from the simple linear regression model: it is known that the constant value (a) is 18,753, indicating that in the

absence of Recruitment and hiring and hiring (GRS), the value of employee performance is 18,753 units. The regression coefficient of X1 is 0,753, indicating that for every 1 unit increase in GRS, the value of employee performance will increase by 0,753 units.

Gberevbie, Adeniji, Oyewunmi, Onayemi, Ajalie and Omotola (2022). Assessed how employees' recruitment and hiring in tackling and reducing carbon emissions in the workplace. A quantitative research design was employed using survey primary data. Primary data collected from certified Five Star hotels in Lagos State, Nigeria and analyzed by Structural equation modeling and Partial least square. The research findings established a significant direct and strong relationship between recruitment and hiring and employees' pro-environmental behavior within the ten five-star hotels in Lagos State, Nigeria. This study adhered recommendations and directions for future research within the available limitations. The findings from this study will be useful for the hospitality industry for Nigeria and in a different geographical area. Don- Baridam and Diriri (2021) evaluated the relationship between recruitment and hiring and corporate performance in oil and gas producing companies in Rivers State. The study adopts a cross-sectional survey design while its theoretical framework was built on the institutional theory. The population of the study comprises of 150 top management staff was obtained from ten oil and gas producing companies in Rivers State and a sample size of 108 was drawn using Krejcie and Morgan (1970) table. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. Also, the Spearman Rank Order Correlation Coefficient technique was used to assess the relationship between studied variables and to test the stated hypothesis with the use of statistical package for social science (SPSS Version 22) Software. The study findings revealed that there is a positive significant relationship between recruitment and hiring/hiring and corporate performance. Based on the findings and conclusions, the study recommends that: The management and general managers of oil and gas producing companies should consider recruitment and hiring/hiring in order to aid an environmentally harm-free exercise in the conduct of its recruitment/hiring practices and also target applicants who are sufficiently aware of greening knowledge, skills and behavior that conform to environmental management.

Mamatha (2022) studied the effect of recruitment and hiring and corporate performance practices (overall) on the organization's performance and to identify the ways in which the organizations can improve their performance. The environmental dimension is the first step towards performance because it is easy to implement some initiatives such as recycling, using energy efficiently and reducing waste etc. Implementation of recruitment and hiring and corporate performance practices may be due to the increase in ecological awareness among the employees in the organization, which translates into the performance in organization, recruitment and hiring practices reduce cost,

improved customer relations, acceptance by local authorities and communities and also increased employee satisfaction, loyalty and motivation.

Greeshma (2022) examined hiring practices and its implementation in Indian organizations. The main purpose of this study is to examine how far hiring practices have been implemented in Indian organizations and to find out the barriers affecting the implementation of hiring. This study is carried out based on the secondary data which is garnered from different sources to make it more meaningful. This paper explains what hiring is all about and why it is needed in Indian Organizations? It also focuses on the challenges that Indian Organizations have been facing in the implementation of various hiring practices and also outlines some possible solutions to overcome those challenges. The outcome of this study is expected to help the Indian organizations to transform into sustainable ones.

Sylvia R. Atoko (2023) The objective of this study was to establish the effect of hiring practices on organizational effectiveness and efficiency in Africa. The findings revealed a strong relationship between hiring practices and organizational effectiveness and efficiency. The study concluded that implementation of hiring practices by organizations contributes to benefits such as improvement of the public image of an organization, competitive advantage, a loyal and committed staff, high performance, more awareness on environmental protection and an organizational ability to adhere to the laws on environmental protection.

Naga Bharani (2023) studies the leading selection practices of Indian Corporate in the current times. Being green should be an organization's moral and ethical responsibility towards the country. Apart from the production & operations, mundane areas like accounting, HRM also has a vast scope of becoming eco-friendlier and green. Therefore, this paper also attempts to discuss the ethical aspect of being green in delivering HR functions. It reflects good corporate citizenship. Many companies agree on green management. In India firms like Wipro, TCS, ACG Associated capsules Pvt. Ltd. and NTT data business solutions adopt selection which helps in environmental performance. The study focuses on the implementation of selection ideas in Indian business organizations.

Kiran Reddy (2023) studied on implementation of onboarding in the manufacturing industries in Kolar District. In today's scenario, environmental concern is depleting by the day, and while the entire organization is focused on monetary benefits, non-monetary benefits are being neglected. This has a direct impact on many organizations. As a result, a number of environmental issues arise, with dreadful consequences for the environment. To address this hiring practices are implemented in organizations and how they contribute to the preservation of a sustainable environment in the industries in Kolar district. This paper also focuses on the organization's current selection trend.

Sylvia and Atoko (2023) established the effect of screening on organizational effectiveness and efficiency in Africa. The findings revealed a strong relationship between hiring practices and organizational effectiveness and efficiency. The study concluded that implementation of hiring practices by organizations contributes to benefits such as improvement of the public image of an organization, competitive advantage, a loyal and committed staff, high performance, more awareness on environmental protection and an organizational ability to adhere to the laws on environmental protection.

Methodology

Research Design

Descriptive research design was adopted in this study. The study was carried out in Anambra State, Nigeria. Regression Analysis was used in testing research hypotheses.

Data Analysis

Test of Hypotheses

Hypothesis One

Ho₁: Recruitment has no significant effect on the operational performance of pharmaceutical companies in Anambra State, Nigeria

Ho₁: Recruitment has a significant effect on operational performance of pharmaceutical companies in Anambra State, Nigeria.

Table 1: Regression analysis showing the effect of recruitment on operational performance

Model	Unstandardized Coefficients		Standardized T Coefficients		Sig.
	B	Std. Error	Beta(β)		
Operational performance	38.408	1.368		28.076	.000
Recruitment	2.601	.090	.834	29.023	.000

Multiple R=0.834, Multiple R²=0.679, Adjusted R²=0.678, F_{1,398}=842.360

*p<0.05

Table 1 revealed that recruitment has a significant positive effect on operational performance of pharmaceutical companies in Anambra state, Nigeria. ($\beta = 834$, $t = 29.023$, $p = 0.000 < 0.05$). The null hypothesis is rejected. The table shows that there is significant multiple correlation between the predictor variable (recruitment and operational performance of pharmaceutical firms in Anambra State, Nigeria ($r = 0.824$, $p < 0.05$). The value of the coefficient of determination ($R^2 = 0.679$) indicates that assessing accounted for about 67.9% ($R^2 \times 100$) of the observed variance in on operational performance of pharmaceutical firms in Anambra State, Nigeria while the remaining 32.1% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (842.360) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation on organizational performance of pharmaceutical firms in Anambra State, Nigeria.

Hypothesis Two

Ho: On boarding has no significant effect on the environmental performance of pharmaceutical firms in Anambra state Nigeria.

Ho₁ On boarding has no significant effect on the environmental performance of pharmaceutical companies in Anambra State Nigeria.

Table 2: Regression analysis showing the effect of On-boarding and environmental performance

Model	Unstandardized Coefficients		Standardized T Coefficients	Sig.
	B	Std. Error	Beta (β)	
Environmental performance	37.928	1.713	22.144	.000
On boarding	2.523	.108	.762	.000

Multiple R=0.762, Multiple $R^2=0.579$, Adjusted $R^2=0.578$, $F_{1,398}=547.467$

*** $p < 0.05$**

Table 2 revealed that onboarding and has a positive significant effect on environmental performance of pharmaceutical companies in Anambra state, Nigeria ($\beta = 762$, $t = 23.398$, $p < 0.05$). The null hypothesis is rejected. The table shows that there is significant multiple correlation between the predictor variable (on boarding and environmental performance of pharmaceutical

firms in Anambra state, Nigeria ($r = 0.762$, $p < 0.05$). The value of the coefficient of determination ($R^2 = 0.579$) indicates that reliability of service accounted for about 57.9% ($R^2 \times 100$) of the observed on environmental performance of pharmaceutical firms in Anambra state, Nigeria while the remaining 42.1% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (547.467) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation on environmental performance of pharmaceutical firms in Anambra State, Nigeria.

Discussion of Findings

Recruitment and Operational Performance

Effect of recruitment on operational performance of pharmaceutical firms in Anambra state, Nigeria. Majority of respondents (51.6%) agreed on that had a significant positive effect on operational performance of pharmaceutical firms in Anambra state, Nigeria. This result is in line with previous study by Kombo (2022), Muturi and Maroa (2021) Olanipekun, Abioro, Akanni, Arulogun, and Rabi, (2021) which support the findings that recruitment practices make the operational performance not only to be proactive to changes but also initiate positive changes that consequently leads to organizational performance. Dauda, Akingbade, and Akinlabi, (2020) study also tallies with this finding which states that implementation of recruitment has a positive relationship with operational performance of organization.

On boarding and Environmental Performance

This study proves that the on boarding has a significant effect on environmental performance of pharmaceutical companies in Anambra state, Nigeria. This high effect can be understood by the clarification of Dubihlela and Sandada (2022), where the on boarding played vital roles in operational performance of business. Greater percentage of the respondents (79.6%) agreed that on boarding affect operational performance of pharmaceutical firms in Anambra state, Nigeria especially in the areas of organizational performance. Abdalla (2021), Basel (2011) study found out that on boarding has significant positive effect on environmental performance of pharmaceutical firms in Anambra state, Nigeria. As expected the result of this study is similar to the finding of Dubihlela and Sandada (2022), K'Obonyo and Arasa (2022) and Wijetunge and Pushpakumari (2022) whose studies found a significant relationship between the on boarding and performance. Besides, Anyieni (2022); Onwe (2022); Rajasekar (2022) also supported this hypothesis as they explained on boarding is the key driver which contributes to performance of pharmaceutical Firms in Anambra state.

Conclusion

This work examined the effect of Organizational hiring on performance of pharmaceutical companies in Anambra state, Nigeria. Data were sourced on recruitment and on boarding against performance of pharmaceutical companies in Anambra state. The study found that recruitment had a positive significant effect on operational performance and on boarding had a positive significant effect on environmental performance of pharmaceutical companies in Anambra state, Nigeria. The study concluded that recruitment and on boarding has improved employee performance of pharmaceutical companies in Anambra State, Nigeria

Amongst the recommendations is that management of Pharmaceutical companies in Anambra State, Nigeria should identify and build on those qualities that should provide an encouraging for the talented employee through wages and promote employees as at when due , provide a save, secured and a good working environment for the employees and establish a policy of rewarding top performers to set good examples for others to follow suit. Management of Pharmaceutical companies in Anambra State, Nigeria are advised to provide more opportunities for employee career development for their employee in order to ensure that the organization has the flow of talent it needs for organizational performance.

References

- Abu, Z. M. H. (2022). Recruitment and hiring process of a private commercial bank in Bangladesh. *American Journal of Service Science and Management*, 2(5), 54-58.
- Adeyemi O. S., Dumade, E. O. &Fadare, O. M.(2018). Influence of recruitment and hiring on organizational performance.International Journal of Advance Academic Research .2(4),49-88*
- Adeyemi, O. S.,Dumade, E. O.,&Fadare, O. M., (2022). The influence of recruitment and hiring on organizational performance the influence of recruitment and hiring on organizational performance IJAAR
- Adeyemi, O. S., Dumade, E. O. &Fadare O. M. (2022) The influence of recruitment and hiring on organizational performance. *International Journal of Advanced Academic Research - Social Sciences and Education*, 1,(0)1-63

- Adom, D, Hussein, E. K. &Adu-Agyem, J. (2018). Theoretical and conceptual framework: mandatory ingredients of a quality research. *International Journal of Scientific Research*, 7(1), 438-441.
- Aduma, A, T. (2021). Implication of recruitment policies and procedures for employee productivity in Enugu State Civil Service. *African Journal of Basic & Applied Sciences* 8 (2), 80-86,
- Aishah. K. (2021) Recruitment Constraints in the Health Care Sector. *Nigerian Journal of Nursing* 10, (15) pp 32 – 63.
- Akinsola, H. Y. and Ncube E. (2020), Rural Health Care Provision inBotswana: The context of Nursing Practice and the Expanded Role of theNurse, *African-Journal of Nursing and Midwifery*, 2(1), 49 - 55.
- Alabi, E., Afolabi, M.A, & Adeyemo, S.A (2022). Influence of e-recruitment on organizational performance in Nigeria. *Book of proceedings - The Academic Conference of African Scholar Publications & Research University of Abuja, Teaching Hospital Conference Hall, Gwagwalada, Abuja FCT.* 2, (3),1-8
- Ali, K. S & Nur, N. M. (2022). The role of recruitment and hiring Practices in the Organizational Performance of Iraqi Oil and Gas Sector: Review of European Studies; 7, (11)348-358
- Allen, M. (2022). Hidden Organizational Cost of Using non-standard forms of employment; *personal Review*, 29(1)40-43
- Chien, C. F., & Chen, L. F. (2018). Data mining to improve personnel hiring and enhance human capital: a case study in high-technology industry. *Expert systems with applications* 34(1), 280-290.
- Chukwu, B. I. & Igwe, A. A. (2022). Effect of hiring process on organizational performance in the pharmaceutical industry of Southern Nigeria. *European Journal of Business and Management*, 4(14), 103-117.
- Cole, G. A. (2022) *Managing, Theory and Practice*, ELBS V.D.P, Publications,United Kingdom.
- Creswell, J. (2023). *Research design: qualitative, quantitative and mixed method approaches* (4th ed.). London: SAGE Publications Ltd.

- Daly, B & McCarthy, K. (2019). The influence of recruitment and hiring on the performance of employees in research institutes in Kenya. *International journal of science and research*, 3(5), 132-138
- Dessler, G. (2017), *Human Resource Management*, 11th ed., Prentice-Hall, Englewood Cliffs,
- Dixon, N. M. (2021). Helping US HR professionals into action learning. *Action Learning in Practice*, 2nd edition. UK: Gower, Eldershot. *Education* 42(1):69–90.
- Djabatey, E.N.(2022). Recruitment and hiring practices of organizations: A case study of HFC Bank (Ltd). Unpublished Thesis Submitted to Institute of Distance Learning, Kwame Nkrumah Ghana
- Edwards, J. R. (1994). The study of congruence in organizational behavior research: Critique and proposed alternative. *Organizational Behavior and Human Decision Processes*, 58, 683 - 689.
- Ekwoaba , J .O. Ikeije, U. U. and Ufoma, N. (2022). The impact of recruitment and hiring criteria on organizational performance. *Global Journal of Human Resource Management*.3, (2), 22-33
- Ekwoaba, J. O., Ikeije, U. U, &Ufoma, N., (2022). The impact of recruitment and hiring criteria on organizational performance. *Global journal of human resource management* 3(2).22-33, published by European centre for research job orientation and development UK (www.eajournals.org)
- Lockwood, D., & Ansari, A. (2021). Recruiting and retaining scarce information technology talent: a focus group study. *Industrial management & data systems* 99(6), 251-256.
- Mancuso, S. (2020). An analysis of factors associated with teacher turnover in American overseas schools. Unpublished doctoral dissertation, Lehigh University, Bethlehem, PA. (UMI No. 3404104)
- Maragia, I. R. & Kemboi, A. (2021). Effect of diversification strategy on organizational performance of manufacturing companies in UASIN GISHU County. *International Journal of Economics, Commerce and Management*, 9(4), 43-56.
- Marcus, B. (2020). Effective recruitment and hiring: An approach towards model building. *HRM Review*, 7 (7), 15-22.

- Masambu, R. N. (2022) Impact of recruitment practices on organization performance: A case study of independent electoral and boundaries commission. A Thesis Submitted for the Award of a Diploma in Human Resource Management of the University Of Nairobi.
- Mbah, N. N. & Udegbe, G.I. (2023). Educational Research and Statistics. Onitsha; Sams Printing Press.
- Olatunji, E. S, &Ugoji, I. E, (2023). Impact of Personal Recruitment on Organizational Development: A Survey of Selected Nigerian Workplace. International journal of business administration www.sciedu.ca/ijba vol.4 no 2;2 2023 (2022): 3.358
- Ombui, K., Elegwa M. & Gichuhi, W., A. (2022). The Influence of recruitment and hiring on the performance of employees in research institutes in Kenya. International Journal of Science and Research, 3(3),58-72
- Omolo, J. W., OmoloOginda, M. N. & Willis, Y. O.(2022) Effect of Recruitment and Recruitment of Employees on The Performance of Small and Medium Enterprises in Kisumu Municipality, Kenya. International Journal of Human Resource Studies, 2,(3),139-150
- Onyeaghala, O .H & Hyacinth M. I (2021) Effects of employee recruitment process on productivity in the public and private sectors: A Case of Benue State. Business and Economics Journal ,7, (6),1-8
- Opayemi, A.S, &Oyesola, T.M, (2023). Perception of hiring interview, hiring test and employee performance: An empirical analysis. Journal of public administration and policy research vol. 5(4) pp 95-101, August, 2023 DOI: 10.5897/JPR12.006 ISSN 2141 2480@ 2023 Academic Journals <http://www.Academicjournals.org/JPAPR>
- Oyadiran P. A. & Ishaq, M. F. (2023). Effects of recruitment and hiring process on performance in organizations. International Journal of Human Resource Management and Humanities (IJHRMH), 1(1), 1-26.
- Paulson-Elis, M.G.E and Whitechurch C.M (2018), Qualifications and job orientation for University and polytechnic Administrators. CVCD/APA, UK.
- Pigors P. and Myers, G. A. (2021) Personnel Administration (7^m Ed) TokoyoMcGraw Hill, pp. 780.
- Rioux, N & Bernthal, C. (1999). The impact of human resource management practices on organizational performance: A study of Guinness Nigeria Plc. International Journal of Arts and Humanities, 1 (1), 79-94.

- Stephen, M., Cowgill, M., Hoffman, B., & Housman, B. (2023). Understanding the Value of Hiring through Referrals Forschungs institute zurZukunft der Arbeit Institute for the Study of Labor IZA DP No. 7382: University of Minnesota, Morris Division of Social Sciences 600 East 4th Street Morris, MN 56267-2134 USA
- Susu, K. (2018). Factors contributing to teacher turnover in primary school in Sigor Division, Bomet District. Master 's *Thesis*, Kenyatta University.
- Syed, Z. &Jama.W. (2022). Universalistic perspective of HRM and organizational performance: meta- analytical study. *International Bulletin of Business Administration*, 13
- Thabo, T. F; Ntonghanwah, F. and Kebonyengwana, T.O.B (2022) Therelationship between recruitment job orientation and productivity amongNurse and Midwives in Botswana, *African Sociological review*, 6(1)1-12.
- Thwaites. J. (2004) Victorian Community Building Initiative VictorianGovernment. Retrieved from www.communitybuilding.vic.gov.au
- Torlak, N.G., Kuzey, C. &Ragom, M. (2018). Human resource management, commitment and performance links in Iran and Turkey. *International Journal of Productivity and Performance Management*, 67(9), 1994-2017.
- Ummuro .A. (2021) The Health Worker Recruitment and Deployment Processin Nigeria: An Emergency Hiring. Programme, *International People*, CUA Good practice series, No 4, Manchester
- Uzuajeme, U. C. (2023). The role of human resource planning in recruitment and hiring process. *British journal of humanities and social sciences*, 6(2), 68-78.
- Wairimu, S. J. &Kamaara, M. P. (2018). Effects of recruitment process on employee performance -a survey of life insurance companies in Kenya. *International Journal of Business Management & Finance*, 1(52), 898-910.
- Waters, J. (2017). Correlational research guidelines: Conducting correlational research. Retrieved from <https://capilanou.ca>
- Webster, E. and Wood, G. (2022), Human resource management practice andinstitutional constraints: The case of Mozambique, *Employee Relations* 27, (4), 369-385.
- Weihrich, H. & Koontz, H. (2021) *Management: A global Perspective*: New Delhi; Tata Mcgraw Hill Publishing Company Ltd.pp.69-71.

Yeasmin, S. and Rahman, K.F. (2022). 'Triangulation' research method as a tool of social science research. BUP Journal, 1(1), 154 - 163.