RECRUITMENT STRATEGIES AND EMPLOYEE QUALITY IN THE PUBLIC UNIVERSITIES IN RIVERS

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Abstract: This study explores the relationship between various recruitment strategies and the employee quality within manufacturing firms in Rivers State. The specific objectives include examining the impact of recruitment planning and strategy development, job analysis and job design, sourcing and attraction, and onboarding and integration on the employee quality. Using Kendall's tau-b correlation analysis, the study found significant positive correlations across all recruitment strategies examined. Effective recruitment planning and strategy development were strongly linked to attracting and selecting high-quality candidates. Similarly, job analysis and design practices were essential in matching candidates' skills with job roles, enhancing the quality of hires. The study also highlighted the importance of targeted sourcing and attraction efforts in identifying top talent, as well as the role of onboarding and integration in ensuring new hires are well-integrated and perform effectively. The findings underscore the critical role of comprehensive recruitment strategies in improving the quality of employees within manufacturing firms.

Keywords: Recruitment Strategies, Recruitment Planning and Strategy Development, Job Analysis and Job Design, Sourcing and Attraction, Onboarding and Integration Quality.

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INTRODUCTION

The employee quality is crucial to the operational success and long-term effectiveness of public universities. High-quality employees significantly contribute to academic excellence, administrative efficiency, and the institution's overall reputation. In public universities, which aim to deliver superior education, conduct significant research, and serve the community, the skills and competencies of faculty and staff are pivotal. The faculty members quality has a direct impact on the student learning experience. Skilled and knowledgeable educators are more capable of delivering rigorous and engaging curricula, effectively mentoring students, and contributing substantially to the university's research output. This, in turn, enhances the institution's academic standing, attracting more students and funding opportunities. Research shows that universities with robust recruitment and selection processes tend to perform better academically, as faculty quality is closely linked to student outcomes and research productivity (Mugambi & Omuya, 2023).

Competent administrative staff are indispensable for the smooth functioning of university operations. Effective administrators ensure the efficient management of key functions such as enrollment, financial management, student services, and campus operations. This operational efficiency supports a conducive environment for both teaching and learning, which is crucial for the university's long-term success (Alabri et al., 2023). The reputation of a university is heavily influenced by the performance of its employees. Institutions known for their competent and dedicated staff are recognized for excellence in education and research. This recognition enhances the university's prestige and its ability to attract top talent, resources, and partnerships (Mugambi & Omuya, 2023; Alabri et al., 2023). The employee quality is integral to the success of public universities, hence prioritizing effective recruitment strategies ensures that institutions attract and retain top talent, which is vital for achieving their mission and maintaining a competitive edge.

In the rapidly evolving environment, public universities are under increasing pressure to enhance their recruitment strategies to secure high-quality employees. The employee quality plays a critical role in shaping the overall effectiveness, reputation, and academic excellence of these institutions. Recruitment strategies involve a comprehensive set of practices and policies aimed at attracting and selecting candidates who align with the university's needs and goals. These strategies are crucial for maintaining high academic standards, fostering research innovation, and supporting administrative efficiency. When effectively implemented, recruitment strategies can lead to the acquisition of skilled, motivated, and high-performing staff, which positively influences institutional performance and enhances student satisfaction (Dessler, 2021; Armstrong & Taylor, 2023).

Understanding the relationship between recruitment strategies and the employee quality is vital for public universities striving to refine their hiring practices and achieve strategic objectives. High-quality recruitment practices ensure that universities attract top talent, which is crucial for maintaining competitive advantage in the increasingly globalized education sector. Furthermore, the integration of targeted recruitment efforts, such as employer branding and comprehensive onboarding programs, helps in retaining these employees, thereby ensuring continuity in teaching, research, and administration. This holistic approach to recruitment not only improves individual and institutional performance but also contributes to the long-term success and sustainability of public universities (Kaufman & Guerra-López, 2022; Berman et al., 2022).

Statement of the Problem
The employee quality in public universities is critically dependent on the effectiveness of recruitment strategies. Recruitment strategies that fail to attract and select high-quality candidates often lead to several significant problems impacting the institution's overall performance and reputation. One major problem is the misalignment between recruitment strategies and the specific needs of the institution. Recruitment approaches that do not adequately consider the unique requirements of public universities can result in hiring candidates whose skills and qualifications do not match the institution's strategic goals and academic standards. This misalignment can lead to lower job performance and decreased effectiveness in fulfilling institutional missions (Jongbloed & Vossensteyn, 2016).

Ineffective recruitment strategies can contribute to significant gaps in the quality and competency of hired employees. Public universities often face challenges in attracting highly qualified candidates due to competitive job markets and limited resources. If recruitment practices do not prioritize rigorous screening and assessment processes, the result can be a workforce with insufficient expertise and skills, affecting education and research outputsquality (Harris & de Brito, 2020). Another issue is the potential for reduced diversity and inclusion within the faculty and staff. Recruitment strategies that lack inclusive practices may inadvertently perpetuate homogeneity, limiting perspectives and experiences represented in the university community. This lack of diversity can hinder the institution's ability to address diverse student needs and can impact the overall learning environment (Gurin, Dey, Hurtado, & Gurin, 2002).

Ineffective recruitment can also lead to higher turnover rates and retention issues. When recruitment strategies do not adequately match candidates with institutional culture and job expectations, it can result in poor job fit, dissatisfaction, and increased turnover. High turnover rates can disrupt academic programs and administrative functions, impacting institutional stability and continuity (Murray, 2019). The employee quality significantly affects the reputation of public universities. Recruitment strategies that result in the hiring of employees who are not well-qualified or who do not align with institutional values can damage the institution's reputation. This negative impact can affect the university's ability to attract future high-quality candidates and can influence its standing in academic and public spheres (Cohen, 2017). Finally, poor recruitment strategies can lead to inefficiencies in resource utilization. The cost of recruiting, hiring, and training new employees is significant. If the staffing procedure does not ensure that the right candidates are selected, resources may be wasted on ineffective hires who do not contribute to the institution's success, leading to financial and operational inefficiencies (Kaiser, 2019).

Aim and Objectives of the Study
The aim of the study is to examine the association between recruitment strategies and employee quality of manufacturing firms in River state. The specific objectives are to:
1. Determine the relationship between recruitment planning and strategy development and employee quality.
2. Examine the association between job analysis and job design and employee quality.
3. Investigate the link between sourcing and attraction and employee quality.
4. To assess the relationship between onboarding and integration and employee quality.

Research Questions
1. What is the relationship between recruitment planning and strategy development and employee quality?
2. How does job analysis and job design relate with employee quality?
3. What is the relationship between sourcing and attraction and employee quality?
4. How does onboarding and integration relate with employee quality?

Research Hypotheses
Ho$_1$: There is no significant relationship between recruitment planning and strategy development and employee quality.

Ho$_2$: There is no significant relationship between job analysis and job design and employee quality.

ho$_3$: There is no significant relationship between sourcing and attraction and employee quality.

Ho$_4$: There is no significant relationship between onboarding and integration and employee quality.

Person-Organization Fit Theory

Person-Organization Fit Theory is highly relevant to recruitment strategies and the employee quality in public universities. This theory posits that employees are more successful and satisfied when their values, goals, and personality align with the organization's culture and objectives (Kristof-Brown, Zimmerman, & Johnson, 2005). In the context of public universities, this alignment is crucial for ensuring that new hires integrate smoothly into the institution's environment and contribute effectively. Effective recruitment strategies incorporating Person-Organization Fit involve assessing candidates for both their technical skills and their compatibility with the university's culture.

This approach can enhance job satisfaction, performance, and retention by selecting individuals whose personal values match the institution's mission (Judge & Ferris, 1992). Universities that emphasize this alignment during recruitment are likely to see reduced turnover and better overall performance, as employees who fit well with the organizational culture tend to stay longer and perform better (Cable & Judge, 1997). Moreover, aligning recruitment practices with Person-Organization Fit can improve institutional performance by fostering a more engaged and productive workforce. When recruitment strategies are tailored to ensure a good fit, the likelihood of hiring high-quality employees who are committed to the university's goals increases, thereby enhancing the institution's effectiveness (Edwards, 2008).

Recruitment Strategies

Recruitment planning and strategy development are foundational elements in the hiring process, particularly in ensuring that an organization attracts the right talent. Effective recruitment planning involves analyzing the organization's current and future staffing needs, setting clear objectives, and developing a recruitment policy that aligns with the firm's strategic goals. This step is crucial as it ensures that the organization is proactive in its hiring approach, identifying not only the number of employees needed but also the specific skills and competencies required. Moreover, a well-structured strategy development phase includes the formulation of recruitment campaigns, the use of various sourcing channels, and the implementation of selection processes that are both efficient and equitable. According to Berman et al. (2022), well-planned recruitment strategies can significantly improve the quality of hires by ensuring that the process is systematic, targeted, and aligned with organizational needs.

Recruitment strategies are crucial to the overall success and sustainability of organizations. A well-designed recruitment strategy ensures that an organization attracts and retains individuals who are not only qualified but also a good cultural fit, thereby enhancing productivity and organizational effectiveness. Effective recruitment strategies align the

hiring process with the organization's long-term goals, allowing for the proactive acquisition of talent that meets both current and future needs. This consistency helps reduce the risks of not having enough qualified workers or hiring employees who don't fully meet the job requirements. Moreover, by employing a strategic approach to staffing, companies can reduce turnover rates, which in turn lowers rehiring and retraining costs. In essence, recruitment strategies contribute significantly to building a stable and competent workforce that can drive the organization's growth and competitive advantage (Armstrong & Taylor, 2023; Berman et al., 2022).

The recruitment strategies effectiveness is influenced by various factors, including the methods used to source candidates, the clarity of job descriptions, and the efficiency of the selection process. Modern recruitment strategies have evolved to incorporate digital tools and data analytics, allowing organizations to reach a wider and more diverse talent pool. For instance, leveraging social media platforms and online job boards can enhance the discernibility of job openings, while data-driven recruitment can improve decision-making by identifying the best sources of high-quality candidates. Furthermore, employer branding has become an integral part of recruitment strategies, as it helps organizations attract top talent by highlighting their culture, values, and benefits. A review of contemporary recruitment strategies emphasizes the importance of a holistic approach that combines traditional methods with innovative practices to enhance the hiring process and raise the quality of new employees (Dessler, 2021; Kaufman & Guerra-López, 2022).

Recruitment Planning and Strategy Development

Recruitment planning and strategy development are vital steps in the hiring process, designed to align the organization's staffing needs with its strategic objectives. This process begins with a comprehensive assessment of the organization's current and future workforce requirements, considering factors such as anticipated retirements, expansions, and market trends. The goal is to develop a clear, actionable recruitment strategy that outlines the methods for attracting, selecting, and retaining talent. Effective recruitment planning ensures that the organization can proactively address its staffing needs, reducing the likelihood of talent shortages or mismatches between job requirements and employee capabilities. A well-defined strategy also helps in budgeting and resource allocation, ensuring that the recruitment process is both cost-effective and efficient (Armstrong & Taylor, 2023).

Strategy development within recruitment involves determining the best methods and tools to reach potential candidates. This includes deciding on the mix of internal versus external hiring, the use of digital recruitment platforms, and the engagement of recruitment agencies if necessary. Additionally, strategy development encompasses the creation of employer branding initiatives to make the organization more attractive to top talent. By clearly defining these strategies, organizations can create a streamlined recruitment process that is aligned with their broader business goals, thereby enhancing their ability to attract and retain high-quality employees (Berman et al., 2022).

Job Analysis and Job Design

Job analysis and design are crucial for defining roles, responsibilities, and qualifications within an organization. Job analysis systematically examines a job's tasks and duties, providing the foundation for accurate job descriptions and specifications. This process ensures that recruitment efforts are focused on attracting candidates with the necessary skills and experience, increasing the likelihood of successful hires. By providing a clear understanding of what each job entails, job analysis helps align recruitment strategies with organizational needs, ensuring that the right candidates are targeted (Armstrong & Taylor, 2023; Dessler, 2021).

Job design focuses on structuring jobs to enhance employee satisfaction, motivation, and productivity. This involves evaluating aspects like task variety, autonomy, and opportunities for professional growth within the role. Well-crafted job design not only attracts potential candidates but also boosts employee retention by making their work more engaging and satisfying. Together, job analysis and job design play a pivotal role in ensuring that positions are clearly defined and aligned with the organization's goals, thereby attracting and retaining candidates who are well-suited for the roles (Armstrong & Taylor, 2023; Dessler, 2021).

Sourcing and Attraction

Sourcing and attraction focused on recognizing and engaging potential candidates. Sourcing involves the proactive identification of qualified candidates through various channels, such as job boards, social media, professional networks, and employee referrals. The aim is to build a diverse pool of candidates from which the best possible hires can be made. Sourcing strategies may include targeting passive candidates—those not actively looking for a job but who might be interested if the right opportunity arises. This approach often involves headhunting and networking to identify high-caliber professionals who might not be reached through traditional job postings (Kaufman & Guerra-López, 2022).

Attraction involves making the organization attractive to potential applicants. This can be achieved through employer branding, which showcases the organization's culture, values, and benefits to prospective employees. Companies often use social media, careers websites, and recruitment marketing campaigns to highlight what makes them a desirable place to work. The attraction phase also includes ensuring that job postings are clear, compelling, and aligned with what top candidates are seeking in an employer. An effective sourcing and attraction strategy enhances the likelihood of attracting top talent, which is vital for sustaining a competitive advantage in the market (Berman et al., 2022).

Onboarding and Integration

Onboarding and integration are crucial steps in the recruitment process that ensure new hires are effectively integrated into the organization. Onboarding involves the initial orientation process, where new employees are introduced to the company culture, policies, and their specific roles. This phase is critical for setting the tone for the employee's experience within the organization and can significantly impact their long-term success and satisfaction. Effective onboarding programs provide new employees with the tools, resources, and support they need to become productive members of the team quickly.

Research shows that well-structured onboarding programs lead to higher retention rates and better overall job performance (Dessler, 2021).

Integration goes beyond the initial onboarding phase and involves helping new employees become fully embedded within the organization. This includes continuous training, mentoring, and performance feedback, which are essential for ensuring that new hires are not only familiar with their roles but also feel connected to their colleagues and the organization as a whole. Effective integration strategies help new employees build strong working relationships, understand organizational dynamics, and develop a clear sense of their career path. This holistic approach to onboarding and integration ensures that new hires are not only well-prepared to perform their duties but are also engaged and committed to long-term goals (Armstrong & Taylor, 2023).

Employee Quality

The employee quality is a critical determinant of an organization's success and is directly influenced by the recruitment strategies employed. Effective recruitment ensures employees meet technical qualifications and align with the organization's culture. Utilizing diverse recruitment channels and targeted advertising can expand the candidate pool and improve the chances of finding top talent. Additionally, robust onboarding and integration processes are essential for the employees to effectively acclimate to their roles and the organization. This phase includes not only orientation but also continuous support and training, which are crucial for enabling new employees to perform at their best. Research by Kaufman and Guerra-López (2022) indicates that organizations that invest in comprehensive onboarding programs experience higher employee retention rates and improved overall performance, underscoring the importance of quality hiring practices.

Ensuring the employee quality is not only about attracting top talent but also about retaining them. The integration of new employees into the firm through well-structured onboarding programs significantly impacts their long-term success and contribution. Effective onboarding helps employees understand their roles, the organization's expectations, and how they can contribute to achieving organizational goals. Moreover, ongoing training and development opportunities are crucial for maintaining and enhancing employee skills, which directly impacts their productivity and job satisfaction. According to a study by Dessler (2021), organizations that prioritize employee development from the moment of hire tend to have higher levels of employee engagement, satisfaction, and performance. This highlights the importance of continuous support and development in maintaining the quality of the workforce, ultimately contributing to the organization's success.

Empirical Review

Nansamba et al., (2024) examined how recruitment and selection processes impact employee commitment (EC) among foreign academic staff in selected private universities within the Kampala Metropolitan Area, Uganda. A survey involving 208 foreign academic staff members was conducted to gather data. The results indicated that the levels of EC were moderate, reflecting similar levels in recruitment and selection practices. The findings suggest that effective recruitment and selection practices can notably enhance the commitment of foreign academic staff in private universities in Uganda.

Adeosun & Ohiani (2020) investigates the key factors driving the attraction and recruitment of high-quality talent, focusing on the influence of national labour laws, industry standards, and localized firm policies within a developing country context. The research is grounded in network theory, equity theory, social exchange theory, and resource-based theory. Utilizing a mixed-methods approach, the study involved administering a structured questionnaire to 200 firm representatives in Lagos, complemented by interviews with key informants from the labour demand side. The findings indicate that firms can effectively attract and recruit top talent by emphasizing salary, brand reputation, employee referrals, and job security. Additionally, the study highlights the significant role of digitization in recruitment strategies. Techniques such as social media, traditional media, online interviews, and in-person interviews have been shown to be effective in selecting high-quality candidates.

Otoo et al., (2018) evaluate the recruitment and selection practices in public sector higher education institutions in Ghana. The study employed a quantitative research methodology using a descriptive survey design. Data were collected from 128 respondents through a structured questionnaire. Stratified and simple random sampling techniques were utilized to select participants from the target population. Data analysis was performed using SPSS version 22. The findings reveal that public sector higher education institutions in Ghana primarily rely on recommendations for recruitment.

Adaoma & Onuoha. (2022). explores the relationship between recruitment methods and employee performance in public institutions in Rivers State. A cross-sectional research design was employed to study four institutions. The study targeted managerial employees, and a total of 106 completed questionnaires were analyzed. Spearman's rank correlation coefficient was used to assess the relationship between recruitment methods and employee performance, with the p-value serving to test the hypotheses. The results indicate a significant relationship between recruitment methods—specifically internal and external recruitment—and employee performance. The study highlights that the recruitment methods utilized by organizations play a crucial role in determining organizational success and operational efficiency. The quality of the workforce, recruited through these methods, directly impacts the institution's performance and service delivery.

Methodology
The target population for this survey study comprised 2,800 employees from ten selected manufacturing firms in Rivers State. A sample size of 328 was determined using Krejcie and Morgan's (1970) sampling table. To distribute the questionnaires, Bowley's (1964) formula was applied. Data were collected using a structured questionnaire. The predictor variable, recruitment strategies, was directly connected to the criterion variables. Responses to the survey items were measured on a 4-point Likert scale. The validity of the instrument was established through face and content validity, and its reliability was verified using Cronbach's Alpha, with a reliability threshold set at 0.7. Data analysis was conducted using Kendall's tau-b test statistic with SPSS version 25.0.

Results

Kendall's tau-b correlation coefficient was employed to analyze the hypotheses using SPSS version 25.0. Out of the 328 questionnaires distributed (100%), 92.1% were returned and properly completed. However, 15 questionnaires (4.6%) were discarded due to incorrect completion, resulting in 287 valid questionnaires (87.5%). The hypotheses were tested at a 95% confidence level, with the decision criteria being: reject the null hypothesis if $P < 0.05$, and accept the null hypothesis if $P > 0.05$.

Table 1: Recruitment Planning and Strategy Development and Employee quality

		Correlations	Recruitment Planning and Strategy Development	Employee quality
Kendall's tau_b	Recruitment Planning and Strategy Development	Correlation Coefficient	1.000	.650**
		Sig. (2-tailed)	.	.000
		N	287	287
	Employee quality	Correlation Coefficient	.650**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2024

The analysis presented in Table 1 reveals a significant relationship ($p < 0.05$) between recruitment planning and strategy development and employee quality. With a correlation coefficient of 0.650, the data suggests a strong positive correlation between recruitment planning and strategy development and employee quality.

Table 2: Job Analysis and Job Design and Employee quality

		Correlations	Job Analysis and Job Design	Employee quality
Kendall's tau_b	Job Analysis and Job Design	Correlation Coefficient	1.000	.690**
		Sig. (2-tailed)	.	.000
		N	287	287
	Employee quality	Correlation Coefficient	.690**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2024

Table 2 analysis shows a significant relationship (p < 0.05) between job analysis and job design and employee quality. With a correlation coefficient of 0.690, the data suggests a strong positive correlation between job design and quality and employee quality.

Table 3: Sourcing and Attraction and Employee quality

Correlations

			Sourcing and Attraction	Employee quality
Kendall's tau_b	Sourcing and Attraction	Correlation Coefficient	1.000	.680**
		Sig. (2-tailed)	.	.000
		N	287	287
	Employee quality	Correlation Coefficient	.680**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2024

The analysis presented in Table 3 reveals a significant relationship (p < 0.05) between sourcing and attraction and employee quality. With a correlation coefficient of 0.680, the data suggests a strong positive correlation between sourcing and attraction and employee quality.

Table 4: Onboarding and Integration and Employee quality

Correlations

			Onboarding and Integration	Employee quality
Kendall's tau_b	Onboarding and Integration	Correlation Coefficient	1.000	.625**
		Sig. (2-tailed)	.	.000
		N	287	287
	Employee quality	Correlation Coefficient	.625**	1.000
		Sig. (2-tailed)	.000	.
		N	287	287

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2024

Table 4 analysis shows a significant relationship (p < 0.05) between onboarding and integration and employee quality. With a correlation coefficient of 0.625, the data suggests a strong positive correlation between onboarding and integration and employee quality.

Discussion of Findings

Recruitment Planning and Strategy Development and Employee quality
Table 1 highlight a significant positive relationship between recruitment planning and strategy development and the employee quality. The correlation coefficient of 0.650 indicates a strong positive association, implying that effective recruitment planning and strategic development are crucial factors in enhancing the employee quality within an organization. This strong correlation suggests that organizations that invest in robust recruitment strategies are more likely to attract and select high-quality candidates, which can lead to improved overall performance and productivity. The significant p-value ($p < 0.01$) further supports the strength of this relationship, affirming that the observed correlation is statistically significant and not due to random chance.

The coefficient of determination (R^2), derived from the correlation coefficient, would indicate the proportion of variance in the employee quality that can be explained by recruitment planning and strategy development. Although not directly provided in the analysis, an R^2 value can be inferred to reflect that approximately 42.25% (calculated as 0.650^2) of the variability in the employee quality is accounted for by the effectiveness of recruitment planning and strategy development. This finding underscores the importance of targeted recruitment efforts in ensuring the successful onboarding of competent and skilled employees. Overall, these results reinforce the critical role of well-structured recruitment strategies in achieving desirable outcomes in employee quality, suggesting that organizations should prioritize and continually refine their recruitment processes to maintain a competitive advantage in talent. This conform with Nansamba et al., (2024) that recruitment and selection processes impact employee quality and commitment.

Job Analysis and Job Design and Employee quality
The analysis in Table 2 reveals a significant positive relationship between job analysis and job design and the employee quality. The correlation coefficient of 0.690 suggests a strong positive correlation, indicating that effective job analysis and job design practices are closely associated with higher-quality hires. This strong correlation implies that when organizations thoroughly analyze and design jobs to align with the specific needs and expectations of the role, they are more likely to attract and select candidates who are better suited to perform those jobs effectively. The significant p-value ($p < 0.01$) reinforces the statistical significance of this relationship, meaning the observed correlation is unlikely to have occurred by chance.

The coefficient of determination (R^2), derived from the correlation coefficient, would help quantify how much of the variance in the employee quality is explained by job analysis and job design. Although R^2 is not directly provided, it can be inferred that approximately 47.61% (calculated as 0.690^2) of the variability in the employee quality can be attributed to the effectiveness of job analysis and job design. This substantial proportion highlights the critical role that these processes play in ensuring that the right candidates are selected for the right positions. In summary, the findings underscore the importance of job analysis and job design in recruitment processes. Organizations that invest in these practices are more likely to achieve better hiring outcomes, as they can more accurately define the roles and match candidates with the necessary skills and competencies to those roles. This ultimately leads

to a higher employee quality, contributing to the overall success and efficiency of the organization. This aligns with Adaoma & Onuoha. (2022). that recruitment strategies relate with and employee performance in public institutions in Rivers State.

Sourcing and Attraction and Employee quality
The analysis presented in Table 3 demonstrates a significant positive relationship between sourcing and attraction strategies and the employee quality. The correlation coefficient of 0.680 indicates a strong positive correlation, suggesting that effective sourcing and attraction practices are strongly associated with the recruitment of high-quality employees. This correlation suggests that organizations that prioritize and refine their sourcing and attraction efforts are more likely to attract candidates who possess the skills, experience, and attributes necessary for the roles they are hired for. The significant p-value ($p < 0.01$) confirms that this relationship is statistically significant, reinforcing the idea that the observed correlation is not due to random variation.

The coefficient of determination (R^2), which can be inferred from the correlation coefficient, indicates the proportion of variance in the employee quality that can be explained by sourcing and attraction strategies. Although R^2 is not explicitly provided, it can be calculated as approximately 46.24% (calculated as 0.680^2). This implies that nearly half of the variability in the employee quality can be attributed to the effectiveness of sourcing and attraction efforts. In summary, the findings highlight the critical role that sourcing and attraction play in the recruitment process. Organizations that invest in and optimize these strategies are more likely to bring in high-quality employees, which can lead to better performance and overall organizational success. The strong positive correlation underscores the importance of these efforts in ensuring that the right candidates are identified and attracted to the organization, ultimately contributing to the quality and effectiveness of the workforce. This agrees with Adeosun & Ohiani (2020) soucing and attraction relate with recruitment of high-quality talent.

Onboarding and Integration and Employee quality
The analysis in Table 4 reveals a significant positive relationship between onboarding and integration processes and the employee quality. The correlation coefficient of 0.625 suggests a strong positive correlation, indicating that effective onboarding and integration practices are closely linked to higher-quality hires. This correlation implies that organizations that prioritize thorough onboarding and integration programs are more likely to see their new employees perform well and integrate successfully into the company culture. The significant p-value ($p < 0.01$) confirms that this relationship is statistically significant, indicating that the observed correlation is unlikely to be due to chance.

The coefficient of determination (R^2), which can be inferred from the correlation coefficient, indicates the proportion of variance in the employee quality that can be explained by the effectiveness of onboarding and integration. Although R^2 is not explicitly provided, it can be calculated as approximately 39.06% (calculated as 0.625^2). This suggests that around 39% of the variability in the employee quality can be attributed to how well they are onboarded and integrated into the organization. The findings underscore the importance of effective onboarding and integration processes in achieving high-quality hiring outcomes.

Organizations that invest in these areas are more likely to retain skilled employees who contribute positively to the organization. The strong positive correlation emphasizes the critical role of onboarding and integration in ensuring that new hires quickly adapt to their roles and the organizational environment, leading to better performance and overall job satisfaction. This conform with Otoo et al., (2018) that onboarding and integration and employee quality.

Conclusion

This study examined the relationship between various recruitment strategies and the employee quality in manufacturing firms in Rivers State. Significant positive correlations were found between recruitment planning and strategy development, job analysis and job design, sourcing and attraction, and onboarding and integration with the employee quality. Effective recruitment planning and strategy development were shown to be crucial for attracting and selecting high-quality candidates. Job analysis and design practices helped in accurately matching roles with candidates' skills and competencies, leading to better hiring outcomes. Sourcing and attraction strategies played a key role in identifying and engaging top talent, while effective onboarding and integration processes ensured new hires were well-integrated, resulting in higher job performance and satisfaction. Overall, the findings emphasize the importance of robust recruitment strategies in securing high-quality employees.

Recommendations

Based on the findings, the following recommendations are made for manufacturing firms in Rivers State:

1. The Manufacturing firms should invest in comprehensive recruitment planning and strategy development to ensure that their recruitment efforts are well-aligned with organizational goals for a higher quality of hires and better overall organizational performance.
2. Companies should conduct thorough job analysis and design processes to accurately define job roles and match them with candidates who have the required skills and qualifications to help in attracting candidates who are best suited for the positions.
3. Organizations should refine their sourcing and attraction strategies to target the right talent pools effectively and by leveraging multiple channels and innovative attraction techniques, firms can increase their chances of attracting high-caliber candidates.
4. Manufacturing firms should develop structured onboarding programs that help new employees understand their roles, the company culture, and their responsibilities, leading to higher retention rates and job satisfaction.

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