

Effect of Recruitment Activities on Performance of Hotels in Anambra and Delta States of Nigeria

Gloria Ndidi Iseh

Department of Hospitality and Tourism Studies, Admiralty University of Nigeria, Ibusa, Delta State, Nigeria

Email: isehgloria2@gmail.com

Received:

October 17, 2025

Revised:

November 04, 2025

Accepted:

November 10, 2025

Online:

November 11, 2025

Abstract

This study investigated the impact of recruitment activities on hotel performance in Anambra and Delta States, Nigeria. A multi-stage sampling technique was used: two states were purposively chosen, followed by the selection of 30 functional hotels. Employees were randomly sampled across five departments including housekeeping, front office, food and beverages, maintenance and engineering, and security which totaling 2,250 workers. Using Taro Yamane's formula, 321 full-time staff were sampled. Data were analyzed using Pearson product-moment correlation. Results showed a significant ($p < 0.01$) relationship between recruitment activities and sales volume, cost control, and labour turnover. Effective recruitment enhances performance by ensuring alignment between employees and organizational needs. Selecting suitable candidates improves productivity, efficiency, and retention, fostering workforce stability. The study recommends that hotels strengthen their recruitment processes through rigorous screening, structured interviews, and competency-based assessments to ensure candidates' skills and values fit organizational requirements. Strategic recruitment practices will enhance overall hotel performance and competitiveness in the hospitality industry.

Keywords: Recruitment, Strategic Recruitment, Sales Volume, Cost Control, Labour Turnover, Hotel Performance

1. Introduction

Scholars and human resources professionals have varied definitions of recruitment. Beginning with the empirical articles of Malm in 1955, the literature on employee recruiting spans several decades. However, significant study on the topic began to appear in the middle of the 1960s with the groundbreaking work of Granovetter (1995); Rees (1966); and Rees & Shultz, (1970). Eze (2002) states that recruitment is the process of identifying and making an effort to draw in job applicants who are sufficiently qualified and, as a result, capable of successfully filling open positions.

Encouraging them to apply for the open position is the goal. According to Çakar (2017), Recruitment refers to a series of tactics and strategies employed to ensure a suitable number of qualified candidates are available when needed, allowing both the organization and the candidates to make the best choice in their mutual interest. The Chartered Institute of Personnel Management of Nigeria (CIPM) described recruitment in 2007 as the act of attracting, enticing, or encouraging individuals possessing the required skills and attributes (potential candidates) to apply for available positions within the company by making them aware of the opportunities.

Recruitment, according to Jovanovic (1982), is the process of drawing in a large number of excellent candidates in order to choose the best one. Another academic In the Nigerian civil service, Omale (1992) described issues and procedures related to personnel management in the past. He defined recruitment as the process that begins when an applicant becomes sufficiently interested in a job and



in a particular organisation to write an application, and it ends when the application is received by the organisation.

The definitions of recruitment given by experts and scholars emphasize the complexity of this aspect of human resources, as it requires strategic techniques to pinpoint qualified candidates. Recruiting also entails strategically promoting job openings within an organization to entice talented individuals to submit their applications for consideration. The technique that needs to be used to inform the applicant of the vacant position and the knowledge to persuade them to submit an application to the company. The main goal of recruitment efforts is to draw in enough qualified candidates to apply for available positions within the company. Cole (2002) stated at the outset of his study on the topic of recruitment. Since every organisation will eventually need qualified personnel to actualise its goals, the recruitment process becomes essential to accomplishing those goals. It appears that success is attained by luring qualified candidates to fill open positions within the organisation.

According to Omale (1992), recruitment is described as the act of organizations promoting and advocating for the various positions they have available to be filled. Recruitment functions are the first things that happen after the organization's human resources procedure has determined and identified the demand for personnel. The aforementioned suggests that in order to draw in the necessary number of qualified applicants, any industry must have a positive public image and reputation. This is because many qualified applicants might not want to work for a company that has a bad reputation.

Recruitment is a continuous activity in an organization's life cycle that entails salesmanship on the job market in order for the organisation to accomplish her goal. Odiorne (1984) proposed that the calibre of hiring procedures implemented by a company is a function of the volume of applications that will be received. He also went on to suggest that the effectiveness of the subsequent stage of human resources, which is selection, is intrinsically linked to the calibre of applicants that are drawn in. Furthermore, Smith & Robertson (1993) concurred with the aforementioned claim, indicating that the selection process becomes simpler and more accurate when deciding which applicant to choose the more successfully the recruitment phase is executed and carried out.

According to Odiorne (1984), successful hiring and selecting practices also lower labour turnover, boost staff morale, and enhance organisational performance. In order to obtain an advantage over big competitors, organisations in the modern period must cut expenses while maintaining productivity (Mahapatro, 2022). Because of this, hiring and choosing employees is thought to be one of the most important issues influencing businesses. The same is true for hotel facilities in the travel and tourist sector (Çakar, 2017). The hiring and selection of employees is essential for these establishments for a number of reasons, including the fiercer competition among hotels; the shifting demands, expectations, and preferences of consumers; the nature of a sector that depends on a large labour pool; and the process of globalisation, which has resulted in a mobile, cross-border workforce and raised the challenge of diversity management (Erdem, 2016; Festing & Eidems, 2011; Nickson, 2007; Valkonen et al., 2013).

Hiring and selecting employees breathe life into an organization's structure. This involves assessing candidates and selecting the most suitable ones for available positions. The selection of employees is vital as it impacts the organization's potential for success. Failing to have an effective recruitment and selection process in place will hinder an organization's growth (Ifenowo, 2012). Recruitment, selection, training and development, job appraisal, and the creation of manpower policy within an organisation are among the duties performed by a personnel department and personnel manager, according to Adebayo (1986).

By swiftly and economically selecting the best pool of candidates, an organisation can optimise its competitive advantages through an efficient recruiting and selection process (Kleiman, 2000).

However, effective recruitment and selection processes play a crucial role in the success of a company, as improper practices in hiring and selection can lead to the downfall of the company (Ahmed et al., 2005). A key component of any organization's success is the hiring process. Recruitment, according to Gomez-Mejia et al. (2004), is the act of forming a group of qualified candidates for a particular job. This process involves determining the skills needed for successful work and assessing candidates based on those skills.

Likewise, Olalekan (2006) cited in Daniel et al. (2014) pointed out that the goal of hiring is to draw in competent applicants. He stressed the importance of only considering candidates who meet the basic criteria for the job to avoid unnecessary spending. In other words, the hiring process allows the company to choose from a pool of potentially suitable candidates to fill open roles. Effective employment planning and forecasting is key to a successful recruitment strategy.

During the staffing phase, an organization creates strategies for either filling or removing future job vacancies after taking into account the talent pool, resources, and projected needs. As a component of staffing, selection involves assessing candidates to identify the most suitable potential hires for the company (Daniel et al., 2014). According to Bratton & Gold (2007), selection is the process by which managers and others employ particular tools from a pool of applicants to determine which individual or people are most likely to succeed in the job(s), given management goals and legal requirements.

After reviewing the existing research, a clear gap has been identified. While researchers generally agree that good recruitment and selection are essential for organizational success, and have thoroughly explained their processes and objectives, current studies have an important weakness. Most existing research focuses on theoretical definitions, recommended approaches, and explanations of what organizations should do and why recruitment matters. However, there is a significant shortage of practical, evidence-based research that examines how these recruitment and selection methods are actually used in real situations and what results they produce in specific industries. This is particularly true for service industries with high employee turnover rates, such as the hotel sector in Nigeria. Therefore, the research gap is not about understanding recruitment theory, but rather about providing practical evidence of how recruitment works and how effective it is in a specific and important business context.

The processes of recruitment and selection are essential to achieving any organisational objectives, so it's critical to recognise right away that these are tasks entrusted to human capital management, which makes the ultimate decision about which applicants to hire. The effectiveness of a company's operations relies heavily on the skill and competence of its employees. It is important for individuals in both public and private sectors to be mindful of the recruitment and selection procedures when bringing new staff on board. Despite this, every organisation wants to draw in the best human capital so that their combined efforts can result in exceptional performance.

Unconventional selection methods, such as bad policies for choosing applicants, inconsistent selection procedures, side-tracking interviews and employment tests, godfatherism in the selection process, and management influence over interviewers regarding who to choose, can harm an organization's business plan and create performance issues. The majority of hotels in Delta and Anambra States have not yet had their human resource contributions and performances documented for reference. The primary goal of this research is to analyze how recruitment efforts impact the success of hotels in Anambra and Delta States in Nigeria. In particular, the study will explore how recruitment impacts sales, cost management, and employee retention within the hospitality industry.

2. Literature Review

2.1. Recruitment and Sales Volume

A well-executed recruitment process is widely theorized to contribute to enhanced sales and revenue. Cole (2002) posits that the principal purpose of recruitment is to attract suitable employees, implying that the right talent is fundamental to driving core business activities. In the hospitality context, where service quality is a direct product, the link is even more pronounced. Lucas (2004) and Baum (2006) argue that employees selected through effective processes are better equipped to deliver superior guest experiences, leading to repeat business and positive word-of-mouth, which directly boosts sales volume. However, much of this evidence is conceptual or based on broad correlations. There is a scarcity of empirical studies, particularly within the Nigerian hotel sector, that quantitatively trace how specific recruitment decisions such as the choice to assess for interpersonal skills versus purely technical competencies directly impact revenue metrics, thus creating a gap this study aims to address.

2.2. Recruitment and Cost Control

The financial implications of recruitment are twofold: the cost of the process itself and the long-term cost efficiency of the hires made. Omale (1992) cautioned that recruitment efforts should focus on qualified candidates to prevent financial waste, highlighting the direct cost of inefficient practices. Furthermore, Odiorne (1984) and Ahmed et al. (2005) extend this argument, asserting that successful hiring lowers labour turnover, a significant cost driver in hospitality due to expenses associated with recruitment, onboarding, and lost productivity. While these studies establish a theoretical connection, they often treat cost control as a secondary benefit rather than a primary outcome variable. The critical gap lies in empirically investigating how strategic investment in robust recruitment and selection (e.g., using more rigorous but costly assessment centers) can lead to superior long-term cost control by securing more stable and productive employees, thereby providing a return-on-investment perspective that is often missing from the literature.

2.3. Recruitment and Labour Turnover

The link between recruitment/selection and labour turnover is one of the most strongly supported in HR literature. Multiple scholars concur that the calibre of recruitment directly influences the effectiveness of selection, which in turn determines turnover rates (Odiorne, 1984; Smith & Robertson, 1993). The hospitality industry, characterized by high turnover, provides a critical context for this relationship. Authors like Nickson (2007) and Çakar (2017) have identified industry-specific challenges such as intense competition and changing consumer demands that amplify the need for effective hiring. Yet, a critical evaluation reveals a limitation: many studies, including those by Festing & Eidems (2011) and Valkonen et al. (2013), focus on broad, global challenges like diversity management or general competition. There is a lack of focused research that isolates and measures how specific pre-employment decision-making variables (e.g., the realism of job previews or the assessment of cultural fit during selection) impact the tenure of employees within the specific operational environment of Nigerian hotels. This study seeks to fill this void by applying the decision-making lens to this persistent problem.

2.4. Operational Framework

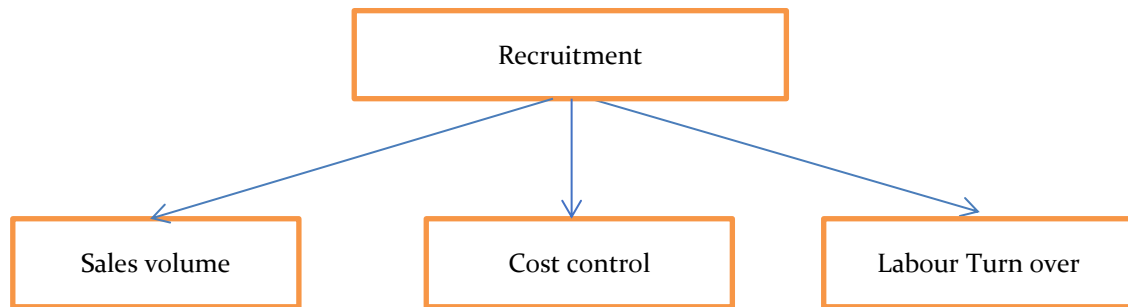


Figure 1. Operational Framework

The following hypotheses are derived in conformity with the stated objectives above.

H₀₁: Recruitment does not significantly have link with sales volume

H₀₂: Recruitment has no significant effect on cost control.

H₀₃: Recruitment has no significant relationship with labour turnover

3. Methods

The research was conducted in the regions of Anambra and Delta States in Nigeria. A survey method was utilized in the study process to enable the selection of samples. A multi-phase sampling approach was implemented in the research. Initially, a deliberate selection process was carried out in order to choose two specific states (Delta and Anambra State) out of the 36 states in Nigeria. This was followed by a careful selection of thirty (30) operational hotels from the designated study areas. The next step included selecting employees at random from all thirty hotels that were chosen.

To ensure a representative sample of employees from across the hotels, the total sample size of 321 was allocated proportionally. This was done by distributing questionnaires to each of the 30 hotels based on their relative size within the total population of 2,250. Within each hotel, the questionnaires were then distributed using simple random sampling to employees across the five key departments studied: the housekeeping department, front office department, food and beverages department, maintenance and engineering department, and security department.

A basic form of probability sampling is simple random sampling, where a specific number of units are chosen from a population without replacement, ensuring that each sample has the same chance of being selected. The sample obtained from this method is known as a simple random sample. The employee selection process for this study utilized simple random sampling, providing an equal opportunity for each member to be chosen.

The study focused on thirty hotels located in Delta and Anambra States. Among these hotels, five departments were chosen to participate in the research, with an average of fifteen employees in each department. This resulted in a total population of 2,250 workers. Following Taro Yamane's formula, the research sample was determined to be 321 full-time hotel staff from Delta and Anambra States.

The primary data source came from individuals in the field, with a questionnaire being used to gather their thoughts and opinions. Various statistical methods were utilized, including descriptive statistics like diagrams and mean values, and inferential statistics such as the correlation coefficient. The Statistical Package for Social Sciences (SPSS) version 17 software was used for analysis. A Pearson product correlation was used to test the hypotheses represented in the formula below.

$$r_{xy} = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

Where:

Y = Dependent variables or variable to predict

X = Independent variables or the predictor variable

n = Sample size

4. Results and Discussion

4.1. Impact of recruitment on sales volume in the selected hotel

The outcome indicates that there is a significant connection between recruiting and sales volume within the hotel industry in Anambra and Delta State. The notable link between staffing and sales volume in hotels across Anambra and Delta States underscores the importance of effective recruitment processes in driving business prosperity. Hotels are more likely to attract qualified and motivated staff who are crucial to improving customer service, guest satisfaction, and overall operational efficiency when they invest in deliberate and thorough recruitment efforts. In order to provide great services and enhance the entire guest experience, hotels need to hire people with the necessary talents, attitude, and commitment. Quality recruitment methods make sure that this happens (Page & Connell, 2014).

This ultimately results in more client loyalty, favorable evaluations, and better sales volumes. The significance level of $p < 0.01$ suggests that there is significant statistical support for this association, highlighting the crucial role that recruitment techniques have in the financial success of the hotels in these areas. In order to retain and increase their sales volumes and so secure their position in the cutthroat hospitality business of Anambra and Delta States, hotels should therefore continue to prioritize and invest in strong recruitment processes. According to Baum (2006), Human resource management plays a critical role in the success of hospitality businesses by influencing their operation efficiency, production and service cost management, growth potential, and overall sustainability.

The quality and competency of hired staff have a direct impact on sales volume, making recruitment a crucial factor in determining the performance and profitability of hotels. Frontline staff members including receptionists, waitstaff, and sales teams are the initial point of contact for visitors in the hospitality sector, especially in hotels, and their performance has a big impact on customer satisfaction and repeat business (Nickson, 2007). Hotels can attract people with the proper talents, attitude, and cultural fit by strategically aligning their recruitment procedures with company goals. This will improve service delivery and boost customer loyalty (Baum, 2006).

According to Adebola & Banjo (2017), effective recruitment practices and increased sales are directly correlated, according to empirical research. Organisations that implement structured and merit-based hiring procedures report increased employee productivity and customer retention, both of which are critical for increasing hotel sales (Ofori & Aryeetey, 2011). Additionally, shoddy hiring practices can result in high turnover rates, low morale, and uneven service quality, all of which can have a detrimental effect on visitor experiences and, eventually, sales volume (Kumari, 2012). From a strategic perspective, hiring is a marketing tool in addition to a staffing role. Employees that are driven and skilled frequently upsell and cross-sell to increase average visitor spending (Lucas, 2004). Additionally, having informed employees improves a hotel's reputation and generates goodwill, both of which boost reservations and revenue. In conclusion, the hiring process has a big influence on hotel sales volume since it affects visitor contentment and service quality, both of which are essential for making money.

Table 1. Impact of recruitment on sales volume in the selected hotel

Correlations		Human resources	Sales volume
Human resources	Pearson Correlation	1	1.000 **
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	140.083	140.083
	Covariance	.446	.446
	N	315	315
Sales volume	Pearson Correlation	1.000 **	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	140.083	140.083
	Covariance	.446	.446
	N	315	315

** . Correlation is significant at the 0.01 level (2-tailed).

4.2. Impact of recruitment on cost control in the selected hotels

Recruitment in hotels in Anambra and Delta State is correlated with cost control, with a significant and positive effect according to the findings. The correlation result revealing a significant and favorable impact between cost control and recruiting points to a close association between the two variables. In concrete terms, this indicates that when a corporation invests in hiring procedures, such as selecting qualified candidates, it results in successful cost-control strategies within the business. The proper people may enhance production, lower training costs, and improve overall efficiency, all of which help to efficiently manage costs. This association points to the value of planned and effective hiring methods as a way to improve cost-management techniques used by firms, ultimately fostering sustainability and financial stability.

According to Ibrahim et al. (2009) recruiting the right employees plays a significant role in minimizing food waste, identifying the causes of food losses, and ensuring the delivery of high-quality products. These functions are crucial for maximizing the profits and operational effectiveness of hotels. The indisputable feature of hospitality as Page & Connell (2014) argue one undeniable characteristic of hospitality is its dependence on individuals as a crucial element in determining the outcome of an experience. Because it determines both direct and indirect operating expenses, recruitment has a considerable impact on cost control in the hotel sector.

By ensuring that qualified individuals are chosen, an efficient recruiting strategy lowers the expenses related to poor performance, excessive turnover, and ineffective training. Hiring the proper people the first time lowers the need for recurrent hiring cycles, which can be costly because of advertising, onboarding, and orientation expenses, according to Baum (2015). Inadequate hiring practices frequently lead to mismatched employees who may perform poorly or quit early, raising labour expenses and interfering with productivity (Nickson, 2007). In the hotel industry, where labour accounts for a significant amount of operating expenses, choosing qualified workers who can adjust fast and work effectively is essential to sustaining profitability.

According to Kumari (2012), hiring procedures have a direct impact on employee stability, which in turn influences operational expenses, customer satisfaction, and productivity. Furthermore, hotels can reduce overstaffing and the related pay bills by attracting multi-skilled workers who can execute a variety of functions through smart recruitment (Lucas, 2004). Employees with cross-training increase shift schedule flexibility and lessen the need for temporary or casual workers, which are sometimes more expensive. Additionally, choosing applicants who fit the hotel's culture reduces workplace disputes and absenteeism, which lowers the hidden costs of inefficiency and management interventions (Ofori & Aryeetey, 2011). In summary, hiring is a cost-control strategy in addition to being a means of

filling positions. In the hotel industry, good hiring methods promote long-term financial sustainability, decrease operational inefficiencies, and increase worker stability.

Table 2. Impact of recruitment on cost control in the selected hotels

Correlations		Recruitment	Cost control
Recruitment	Pearson Correlation	1	1.000 ^{**}
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	212.654	212.654
	Covariance	.677	.677
	N	315	315
Cost control	Pearson Correlation	1.000 ^{**}	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	212.654	212.654
	Covariance	.677	.677
	N	315	315

^{**}. Correlation is significant at the 0.01 level (2-tailed).

4.3. Impact of recruitment on labour turnover in the selected hotels

The correlation result below shows that recruitment has significant ($p < 0.01$) relationship with labour turnover. The correlation finding showing a significant relationship between hiring and labor turnover in hotels (with a p-value less than 0.01) emphasizes the significance of the link between hiring practices and staff turnover rates. Practically speaking, this conclusion shows that the methods hotels use to manage their hiring processes have a direct impact on the rates of employee turnover. Hotels are more likely to hire people who are a good fit for their roles and the culture of the company when recruitment methods are efficient, targeted, and in line with needs and expectations of both the employer and employees (Elnaga & Imran, 2013). Asfaw et al. (2022) examined how HR is connected to an organization's financial stability, revealing a strong and positive correlation between the two factors. Another research project showed that HR has a notable impact on employee performance, as indicated by sales levels, as well (Tahir et al., 2014).

Table 3. Impact of recruitment on labour turnover in the selected hotels

Correlations		Recruitment	Labour turnover
Recruitment	Pearson Correlation	1	1.000 ^{**}
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	285.854	285.854
	Covariance	.910	.910
	N	315	315
Labour turnover	Pearson Correlation	1.000 ^{**}	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	285.854	285.854
	Covariance	.910	.910
	N	315	315

^{**}. Correlation is significant at the 0.01 level (2-tailed).

5. Conclusion

Based on the detailed analysis, this study provides clear practical evidence that effective recruitment is directly connected to the performance and long-term success of hotels in Anambra and Delta States. The findings show with measurable data that good recruitment practices have a strong positive connection with sales volume and cost control, while significantly reducing employee turnover.

This fills an important gap in existing research by going beyond theoretical ideas to provide specific, real-world data from the Nigerian hotel industry. The results confirm the main principles of Decision-Making Theory, showing that the hiring choices managers make are not just routine administrative tasks but strategic decisions that directly affect business outcomes.

These findings have clear and practical implications for hotel operators. For hotel managers, this research highlights the importance of treating recruitment as a key strategic function rather than just a routine HR activity. Investing in well-organized, quality-based hiring processes including careful screening and assessment of whether candidates fit the organization's culture has been proven to increase revenue, reduce operational costs, and build a stable and productive workforce. In conclusion, within the highly competitive hospitality industry in these regions, a planned and evidence-based approach to recruitment is not simply a choice but an essential factor for achieving long-term profitability and success.

6. References

- Adebayo, A. (1986). *Power in Politics*. Spectrum Books.
- Adebola, B. Y., & Banjo, A. K. (2017). Recruitment and Selection Procedures and Their Relative Effectiveness on Employees' Performance in the Hospitality Industry in Ogun State. *International Journal of the Guild of Contemporary Academic Researchers (IJGCAR)*, 2(2), 55–62. <https://eprints.federalpolyilaro.edu.ng/id/eprint/186>
- Ahmed, J. U., Tabassum, A., & Hossain, T. (2005). Human Resource Management Practices: A Case Study of the Supply Chain Department of Square Pharmaceuticals Ltd. *Sri Lankan Journal of Management*, 10(3). https://sljm.pim.sjp.ac.lk/admin/uploads/148_a.pdf
- Asfaw, D. M., Shifaw, S. M., & Belete, A. A. (2022). Determinants of market participation decision and intensity among date producers in Afar Region, Ethiopia: a double hurdle approach. *International Journal of Fruit Science*, 22(1), 741–758.
- Baum, T. (2006). *Human Resource Management for Tourism, Hospitality and Leisure: An International Perspective*. Thomson Learning.
- Bratton, J., & Gold, J. (2007). *Human Resource Management, Fourth Edition: Theory and Practice*. Palgrave Macmillan.
- Çakar, K. (2017). Employee recruitment and selection process within hotel establishments: A comparative case study. *International West Asia Congress Of Tourism (IWACT'17) The Book Of Full-Text*, 225.
- Cole, G. A. (2002). *Personnel and Human Resource Management*. Continuum.
- Daniel, A., Sanda, A. A., & Midala, A. S. (2014). Recruitment, Selection and Placement of Human Resource in Adult Education Organisation: Implications for the Management of Adult Education Borno State Nigeria. *Journal of Education and Practice*, 5(31). <https://www.iiste.org/Journals/index.php/JEP/article/view/16689>
- Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5(4). <https://www.iiste.org/Journals/index.php/EJBM/article/view/4475>
- Erdem, B. (2016). Temin, Seçim ve İşe Alma. In *İnsan Kaynakları Yönetimi [Human Resources Management]* (pp. 160–235). Detay Yayıncılık.
- Eze, F. C. (2002). *Human resource management in nigeria: The key component*. Makaland Publication.
- Festing, M., & Eidems, J. (2011). A process perspective on transnational HRM systems — A dynamic capability-based analysis. *Human Resource Management Review*, 21(3), 162–173. <https://doi.org/10.1016/j.hrmr.2011.02.002>
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2004). *Managing Human Resources*. Pearson/Prentice Hall.
- Granovetter, M. (1995). *Getting a Job: A Study of Contacts and Careers*. University of Chicago Press.
- Ibrahim, R. Z., Ohtsuka, K., & Halik, M. H. (2009). An overview of work family conflict and employee

- wellbeing: role of support and family friendly policy. *Proceedings for Southeast Asia Psychology Conference 2009*. <https://vuir.vu.edu.au/id/eprint/2288>
- Ifenowo, B. O. (2012). *Research Methodology*. Kinsbond.
- Jovanovic, B. (1982). Selection and the Evolution of Industry. *Econometrica*, 50(3), 649–670.
- Kleiman, L. S. (2000). *Human Resource Management: A Managerial Tool for Competitive Advantage*. South-Western College Pub.
- Kumari, N. (2012). A Study of the Recruitment and Selection process: SMC Global. *Industrial Engineering Letters*, 2(1). <https://iiste.org/Journals/index.php/IEL/article/view/1079>
- Lucas, R. (2004). *Employment Relations in the Hospitality and Tourism Industries*. Routledge. <https://doi.org/10.4324/9780203644553>
- Mahapatro, B. B. (2022). *Human resource management*. PG Department of Business Management.
- Nickson, D. (2007). *Human Resource Management for the Hospitality and Tourism Industries*. Elsevier Science & Technology Books.
- Odiorne, G. S. (1984). *Human Resources Strategies*. Hax.
- Ofori, D., & Aryeetey, M. (2011). Recruitment and Selection Practices in Small and Medium Enterprises: Perspectives from Ghana. *International Journal of Business Administration*, 2(3). <https://doi.org/10.5430/ijba.v2n3p45>
- Omale, I. (1992). Past Practices in Personnel Management in the Nigerian Civil Services". Issues and Procedures. In *New Trend in Personnel Management, a book of Readings*. Ascon.
- Page, S., & Connell, J. (2014). *Tourism: A Modern Synthesis*. Cengage Learning.
- Rees, A. (1966). Information Networks in Labor Markets. *The American Economic Review*, 56(1/2), 559–566. <http://www.jstor.org/stable/1821319>
- Rees, A., & Shultz, G. P. (1970). *Workers and Wages in an Urban Labor Market*. University of Chicago Press.
- Smith, J. J., & Robertson, W. M. (1993). *Manpower planning and development*. The Developing World, International Human Resources Development Corporation.
- Tahir, N., Yousafzai, I. K., Yousafzai, I. K., Jan, D. S., & Hashim, M. (2014). The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(4). <https://doi.org/10.6007/IJARBS/v4-i4/756>
- Valkonen, J., Huilaja, H., & Koikkalainen, S. (2013). Looking for the Right Kind of Person: Recruitment in Nature Tourism Guiding. *Scandinavian Journal of Hospitality and Tourism*, 13(3), 228–241. <https://doi.org/10.1080/15022250.2013.837602>