

The Effect of Recruitment on Employee Commitment in Selected Deposit Money Banks in Lagos State, Nigeria

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Article DOI: 10.48028/iiprds/ijaraebp.v8.i1.21

Abstract

Organisational recruitment is critical to achieving set goals. This is evident from the commitment level of well selected employees in various firms. However, some organisations do not give employee recruitment the attention it deserves resulting to poor commitment. This study examined the effect of recruitment on employee commitment of selected deposit money banks in Lagos State, Nigeria. The study adopted the survey research design. The population of this study comprises 3,098 regular employees from five of the selected deposit money banks in Lagos state. the research advisors sampling table was used at the confidence level of 95% and a 5% margin of error which gave a sample size of 418. Adapted and validated questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.910 to 0.919. A response rate of 66.1% was recorded from the field work. The data was analysed using descriptive and inferential tools (linear regression). Findings revealed that Recruitment has a positive and significant effect on employee commitment ($\beta = 0.306$, $t = 2.574$, $p < 0.05$) in selected deposit money banks in Lagos State, Nigeria. The study concluded that employee's commitment is the outcome of careful recruitment and selection efforts. It is recommended that deposit money banks in Lagos State should ensure that they use effective recruitment methods to attract and retain the most qualified candidates for various positions. This will ultimately enable them to create a workforce that is highly committed to the organisation's objectives and goals.

Keywords: *Employee commitment, Deposit money bank, Recruitment, Satisfaction, Selection Training*

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Background to the Study

Employee's' commitment has been of utmost importance in organisations around the world, especially among deposit money banks. The high level of regard given to employee commitment has led to banks adopting different measures to manage recruitment and selection activities in the organisation. Despite these efforts, it, a decline in the commitment of employees due to challenges that are inherent in the implementation of recruitment practices in the banking sector. This study is viewed from the global perspective down to Nigeria in consideration of the current event in relation with the topic.

Studies in the United States of America (USA) reveal that employees are considered valuable assets of an organisation. The leaders of profitable companies place a high premium on increasing employee performance levels, especially in the financial sector (Karl & Jon, 2016). In the Netherlands, it is observed that among the banks, there are performance issues because employees are ill-equipped and poorly trained, thus leading to inefficiency and unproductivity (Hamdaoui, et al., 2021). The disruption from innovation requires employees to get a new skill. There are issues with employee low output in the banking sector. Most employees are not aligning with performing various roles at work other than roles in their area of core competencies (Muñoz, et al., 2020). In countries such as China, India and Thailand, employee performance is regarded as one of the highly demanded indicators in commercial banking (Ahmad, et al. 2021). According to the Indonesian government data, the impact of Covid-19 aside from the increasing mortality rate was that a total of 19,189 cases of Covid-19 in Indonesia also affected the performance of employees in banks (Torales, et al., 2020).

The survival of banks in a highly competitive business environment such as that of Nigeria depends on its ability train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage (Falola, et al. 2014). There is a huge availability of talents in the Nigerian banking sector, however, there are records of the poor performance of employees, low commitment to the job and lack of proper involvement in what is been done in the bank's direction, poor reward and lack of opportunities for employees to make use of their initiatives (Agbesan, 2016). That employees in the Nigerian banking sector are not managed properly in terms of reward or remuneration due to incompetence and mediocrity on the part of organisational managers. (Oroja 2017).

Studies have been done on recruitment and employee commitment in different countries as well as in different organisations (Sangaran & Jeetesh, 2015; Mugizi & Nuwatuhaire, 2018; Ahimbisibwe, 2014; Masaba, 2017). Despite this, there is still evidence of poor creativity among bank employees in Nigeria (Umar & Cross, 2020; Ogini, 2020). This implies, therefore, that there is a gap that needs to be filled especially in the area of recruitment and employee commitment in Nigerian banks. It is observed that poor recruitment techniques are applied in the Nigerian banking sector such as candidates getting jobs on preference over others, payment for job slots, and a host of other ill practices (Umar & Cross, 2020). This has eventually led to a poor commitment to the job as some of these employees who got in through the back door remain uncommitted due to unmeritorious ways of getting the job (Ogini, 2020). The challenges observed in employee recruitment in the banking sector in Nigerian has led to a

decline in employee commitment, job performance. Employees are not given adequate attention needed proper recruitment process and necessary training that is needed to commitment. From the aforementioned, this study evaluated the effect of recruitment on employee commitment in selected deposit money banks in Lagos State, Nigeria. To achieve this objective, a hypothesis was formulated to aid in decision making:

Research Hypotheses

H₀₁: Recruitment has no significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria.

Literature Review

This session looked at the conceptual, empirical and theoretical review of related literature in relation to the study variables both independent and dependent (Recruitment and Employee commitment)

Recruitment

The concept of recruitment has been variously defined by several scholars and organisational managers alike Wright & Constantin, (2021). Recruitment has become a thing of concern to many organisations and management scholars because it is only through a robust recruitment process and procedures that an organisation can get a rightful candidate that can effectively fill a vacant position in the organisations which can help to put the organisation in an advantageous position over its competitors (Adeyemi et al., 2015).

There has been various definitions and descriptions for recruitment. It is described as a process of opening a job and advertising for it to encourage applicants for applying (Abbasi, Tahir, Abbas, & Shabbir, 2020). Recruitment is also a process by which proper candidates for the existed or future positions are found (Shafritz, Russell, & Borick, 2016). It is also considered as a process of linking and matching job seekers with vacant positions of companies (Potočník, Anderson, Born, Kleinmann, & Nikolaou, 2021). Therefore, in a favoured recruitment attempt, a great number of qualified candidates are expected to be attracted. Recruitment aims to provide a collection of suitable and qualified applicants to boost the selection opportunity of the best applicants for the organisation. Furthermore, the process of selection is to pick up the right person from among provided candidates for the position (Yusuf, 2020). The final interview, deciding on appointment and the appointment is made in the selection process which is directly followed by the recruitment step (Melchers, Petrig, Basch, & Sauer, 2021).

According to Treweek et al. (2018), recruitment is an organisation's process of attracting applicants to jobs within the organisation. Recruitment is defined as the process of attracting and generating a pool of capable people to apply for employment in any given organisation. For a candidate to be engaged in an organisation, he/she must be selected from the list of applicants. On the other hand, Pessach et al. (2020) defined recruitment to be a related process that involves management nominating for openings to see how equipped applicants are to meet current needs. Recruitment is defined as the process of attracting, generating, and

encouraging capable people to apply for job employment in an organisation (Oaya, Ogbu, & Remilekun, 2017). In other words, the recruitment process ends up providing the organisation with a list of qualified and potential candidates for which selection would be made to fill open vacancies. Newell (2012) highlighted that organisation should decide whether to recruit employees internally or externally. According to the researcher recruitment done internally boosts staff career development and improves work morale across all sections. This is because each staff desires to be promoted; though it still has its negative effect since a staff without relevant qualifications and skills may be given the position. While recruitment from external candidates enables the organisation to bring in new skills, ideas, and abilities.

Employee Commitment

Employee commitment can take on several different forms, making it a versatile term. Employee dedication, according to Ocen, Francis and Angundaru (2018), involves “both the desire to persist in a course of action and the unwillingness to change plans, mostly due to a sense of duty to remain on course. Employee commitment, according to Akanbi and Itiola (2013), is characterised as the degree to which employees identify with their company and are willing to contribute to the achievement of the company's set goals and objectives. It may also apply to how much a person sees himself as an employee of a company and how excited he or she is about performing his or her responsibilities (Mensah, Akuoko, & Ellis, 2016). Employee commitment focused on their psychological connection to their organisations, which helps to minimise the rate of attrition that would otherwise occur. Employee commitment, in other words, is the mental state that binds both the employee and the boss, as well as the occupation and the business. They went on to say that there are three different kinds of commitment among employees (affective, continuance, and normative commitment) (Pham, Tučková & Phan, 2019).

Employees' emotional attachment to their employer is referred to as affective commitment. Continuance commitment refers to an employee's inherent duty to remain with the company because of organisational socialisation and strain. Normative commitment, on the other hand, refers to an employee's decision to stay with the company or resign despite the risk of losing his employment (Krajcsák, 2018). Employee commitment can be deduced from the different meanings of employee commitment mentioned above: Employee commitment is characterised as an individual's attachment to an organisation and belief in its goals, as well as trying to achieve those goals by remaining a member of that organisation. Employee commitment to the organisation is characterised as an employee's loyalty to the organisation, willingness to put forth effort on its behalf, degree of mission and value alignment between the employee and the organisation, and desire to remain employed by the organisation (Messner, 2013). As a result, an employee's level of loyalty to their employer is a key factor in evaluating their overall efficiency. There is no consensus about what factors will increase an employee's commitment to the company (Abdullah, Muhammad & Hilda, 2017). Employees who are committed to an organisation create a bond with it, which enhances its efficiency. They perform better and represent the company better if they have an emotional link to their job, relationships with other workers, and the organisation (Anthony, 2017). There will be less turnover if workers are committed, and they will do better with less absenteeism if they are committed (Price & Mueller, 2018).

Recruitment and Commitment

Different studies have been carried out by scholars on recruitment and employee commitment with expected outcomes. Abrokwah, et al. (2018) found that effective recruitment led to a desirable employee's level of employee commitment. In a similar study, Chew and Chan (2018) also showed that recruitment in terms of person-organisation fit positively affected organisational commitment. Furthermore, Gutierrez, et al. (2018) revealed that person-organisation fit in terms of recruitment positively predicted organisational commitment. Also, Harold and Shiju (2018) established that recruitment had a positive and significant influence on affective commitment while Khatri and Gupta (2015) indicated a highly significant and positive relationship between hiring practices and organisational commitment. Gutierrez, Candela, and Carver (2018) discovered that person-organization fit in terms of recruiting impacted organisational commitment positively. Despite the positive results recorded above, contextual gaps emerged because some of these studies were done in the Western World (Chew & Chan, 2018; Gutierrez, et al., 2018) and Asia (Harold & Shiju, 2018; Khatri & Gupta, 2015) hence not catering for recruitment practices in the context of developing countries such as Nigeria. Mugizi & Nuwatuhaire (2019) revealed in their study that recruitment had a negative and insignificant influence on employee commitment.

The Human Capital Theory (HCT)

Becker proposed the human capital theory in 1964. According to the human capital theory, education or training provides workers with useful information and skills, which increases their productivity and earnings (Becker, 1964). This theory emphasises the extra value that individuals provide to a company. It views people as assets and emphasises that banks who invest in their personnel will receive a return on their investment. According to the theory, investing in people yields economic benefits for both individuals and society. Human capital is defined as an individual's knowledge, skills, abilities, and traits that enable them to achieve personal, social, and economic well-being (Adinyira, et al., 2013). Human capital theory, according to focuses on employees' educational levels as a source of labour productivity and economic growth. According to human capital theory, persons who invest in education and training will improve their skill level and be more productive than others who are less competent, allowing them to justify greater remuneration because of their human capital investment (Edward, 2017). The human capital theory states that human beings' inner resources are a sort of capital comparable to machinery and other natural resources in production (Livingstone, 1997).

Methodology

The study adopted the survey research design. The population of this study comprises 3,098 regular employees from five of the selected deposit money banks in Lagos state (First Bank of Nigeria Plc, United Bank of Africa, Guaranty Trust Bank, Access Bank and Zenith Bank Plc) in Lagos state. the research advisors sampling table was used at the confidence level of 95% and a 5% margin of error which gave a sample size of 418. To determine the sample size for the study, the research advisors sampling table was used adopting a confidence level of 95% and a 5% margin of error, the sample is given as 418. A 30% provision was made in the sample to make up for errors in fillings, non-response rates and discrepancies that may come up during

questionnaire administration and retrieval. The Sample Size is given as 418, So, 30% of 322 is given as 103.8.

Therefore $418 + 103.8 = 522$.

Adapted and validated questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.908 to 0.946. A response rate of 66.1% was recorded from the field work. The data was analysed using descriptive and inferential tools (linear regression).

Table 1: Descriptive Statistics on Recruitment

Items	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Missing	Mean	Standard Deviation
	57.7%	27.6%	9.8%	4.2%	0.0%	0.7%	0.0%	5.37	.908
Candidates are hired through referrals	26.0%	63.9%	7.8%	1.3%	0.4%	0.7%	0.0%	5.12	.724
Sometimes the recruitment process is outsourced	51.0%	36.1%	10.2%	2.4%	0.4%	0.0%	0.0%	5.35	.786
Candidates go through a psychosocial screening	25.8%	61.9%	10.7%	1.3%	0.4%	0.0%	0.0%	5.11	.660
Internal recruitment is done sometimes	34.8%	53.7%	9.4%	1.3%	0.2%	0.2%	0.4%	5.20	.769
Grand Mean								5.23	.769

Source: Field Survey Data (2022)

Interpretation

Table 1 presents the results of the descriptive statistical analysis of recruitment. The results of the descriptive analysis reveal that 57.7% of the respondents strongly agreed with the statement that the right candidates are hired, 27.6% of the respondents agreed while 9.8% partially agreed, 4.2% of the respondents partially disagreed, 0.0% disagreed while 0.7% respondent strongly disagreed. None of the responses was missing for this item. The mean was 5.37 while the Standard deviation was 0.908 which implied that the majority of the banks surveyed in this study hired the right candidates. The standard deviation shows that the responses are not dispersed from the mean. Also, the results of the descriptive analysis reveal that 26.0% of the respondents strongly agreed that candidates are hired through referrals, 63.9% of respondents agreed with the statement, 7.8% partially agreed, 1.3% partially disagreed, 0.4% disagreed, 0.7% of the respondents strongly disagreed and none of the responses was missing from the analysis. The mean was found to be 5.12 and the standard deviation of 0.724 which implied that the majority of the banks surveyed hired through referrals like an employment agency. The standard deviation depicts that the responses are not far apart from the mean.

Furthermore, descriptive analysis reveals that 51% of the respondents strongly agreed that sometimes the recruitment process is outsourced, 36.1% of the respondents agreed with this statement, 10.2% partially agreed, 2.4% partially disagreed, 0.4% disagreed, while none of the respondents strongly disagreed and also missing responses respectively. The mean was found to be 5.35 and the standard deviation is .786 which indicated that sometimes outsourced their recruitment process to the employment/recruitment agency while the standard deviation score implied that there are no variances in the responses. Also, the results of the descriptive analysis revealed that 25.8% of the respondents strongly agreed that candidates go through a psychosocial screening, 61.8% of the respondents agreed with the statement, 10.7% partially agreed, 1.3% of the respondents partially disagreed, 0.4% disagreed and 0.0% respondents strongly disagreed. None of the responses was missing. The mean was 5.11 and the standard deviation was .660 suggesting that potential candidates for bank jobs in Nigeria go through a psychosocial screening during the recruitment process as depicted in the analysis while the standard deviation value revealed a lack of variance in the perception.

The respondents were also asked whether their organizations sometimes conduct internal recruitment. The findings of the study showed that 34.8% of the respondents strongly agreed, 9.4% of the respondents agreed, 1.3% partially agreed, 0.2% partially disagreed, and another 0.2% of the respondents disagreed with the statement while 0.4% of the whole responses were missing which had no effect on the results. The mean was 5.20 and the standard deviation was .769 which implied that the majority of the surveyed banks sometimes conducted internal recruitment to hire potential candidates for identified roles. A standard deviation of 0.769 revealed no variance in the responses.

The average mean score of the responses was 5.23, which means that on average, the respondents agreed with most of the statements about recruitment in the deposit money banks surveyed. The standard deviation of .769 shows how close the responses were to the mean.

Table 2: Descriptive Statistics of Employee Commitment

Items	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Missing	Mean	Standard Deviation
I have a sense of belonging in this bank	73.9%	21.4%	3.1%	0.5%	0.7%	0.4%	0.0%	5.66	.692
It is impossible to doubt my loyalty to this bank	30.7%	63.3%	5.1%	0.5%	0.0%	0.4%	0.0%	5.23	.620
At work, I am emotionally attached	49.5%	43.2%	5.8%	0.5%	0.5%	0.4%	0.0%	5.40	.726
I act as an advocate for this bank	38.5%	54.3%	6.2%	0.4%	0.4%	0.4%	0.0%	5.29	.684
I have an unwavering interest to stay with this bank	46.5%	47.7%	5.1%	0.7%	0.0%	0.0%	0.0%	5.40	.621
Grand Mean								5.39	0.668

Source: Field Survey Data (2022)

Interpretation

Table 2 presents the results of the descriptive statistical analysis of employee commitment. The results of the descriptive analysis revealed that 73.9% of the respondents strongly agreed with the statement that they had a sense of belonging in their banks, 21.4% of the respondents agreed while 3.1% partially agreed, 0.5% of respondents partially disagreed, 0.7% disagreed and 0.4% respondent strongly disagreed. None of the responses was missing for this item. The mean was 5.66 while the Standard deviation was 0.692 which implied that the majority of the respondents had a sense of belonging in their banks with low variation in their responses as shown by the standard deviation.

The result in the Table further revealed that 30.7% of the respondents strongly agreed that it is impossible to doubt their loyalty to their banks, 63.3% of respondents agreed with the statement, 5.1% partially agreed, 0.5% partially disagreed, 0.0% disagreed, 0.4% of the respondents strongly disagreed and none of the responses was missing from the analysis. The mean was found to be 5.23 and the standard deviation of 0.620 which implied that the majority of the employees are loyal to their organisations. The standard deviation depicts that there are variations in the responses.

Respondents were also asked whether they are emotionally attached to their organisation (banks). The results of the study showed that 49.5% of the respondents strongly agreed that it is impossible to doubt their loyalty to their banks, 43.2% of respondents agreed with the statement, 5.8% partially agreed, 0.5% partially disagreed, 0.0% disagreed, 0.4% strongly

disagreed while none of the responses was missing. The mean of the distribution is 5.40 which implied that employees that participated in the survey are emotionally attached to their banks and the standard deviation is .726 implying that the responses did not vary. The respondents were asked whether they act as an advocate for their banks. The results of the study indicated that 38.5% of the respondents strongly agreed that sometimes the recruitment process is outsourced, 54.3% of the respondents agreed with this statement, 6.2% partially agreed, 0.4% partially disagreed, 0.4% disagreed, while another 0.4% of the respondents strongly disagreed and none of the responses was missing. The mean was found to be 5.29 and the standard deviation is .684 which indicated that the respondents act as an advocate for their banks while the standard deviation score implied that there are no variances in the responses.

The respondents were also asked whether they have an unwavering interest to stay with their banks. The results showed that 46.5% of the respondents strongly agreed that they have an unwavering interest to stay with their banks, 47.7% of the respondents agreed with the statement, 5.1% partially agreed, 0.7% of the respondents partially disagreed, while none of the respondents disagreed, strongly disagreed with the statement and also no responses were missing from the pool of the data. The mean was 5.40 and the standard deviation was .621 signifying that the respondents have an unwavering interest to stay with their banks. They're staunchly committed to keeping their current banking relationships. There was convergence in their perceptions with regard to their interest in the organisations as shown by the standard deviation.

The average mean score of the responses was 5.39, which means that on average, the respondents agreed with most of the statements with regard to employee commitment in the selected deposit money banks. The standard deviation of 0.668 shows how close the responses were to the mean.

Comparing the average means of responses, it can be observed that recruitment and employee commitment follow very similar patterns. There is little variation between the means. This suggested that respondents in a sample of deposit money banks in Lagos State, Nigeria did not have any significant differences in their views on recruitment and employee commitment. This implies that respondents' attitudes on recruiting and employee commitment in chosen Nigerian banks are similar. The respondents agreed that recruitment may affect employee commitment at the selected deposit money banks in Lagos State, Nigeria. This allowed the researcher to accomplish the study's first objective and answer the study's first research question.

Restatement of the Research Hypothesis

H₀1: Recruitment has no significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria. Bivariate linear regression analysis was performed to test the hypothesis with employee commitment as the dependent variable, and recruitment as the independent variable. The data for employee commitment and recruitment was generated by adding scores of responses of all items for each of the variables. Data from five hundred and fifty-one (551) respondents were analyzed. The results of the regression analysis are shown in Tables 1

Table 3: Regression analysis of Recruitment and Employee Commitment in selected deposit money banks in Lagos State, Nigeria (n = 551)

Model One $y_1 = \beta_0 + \beta_1 x_1 + e_i$		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	SD. Error	Beta		
1	(Constant)	24.141	0.971		24.863	0.000
	Recruitment	0.108	0.037	0.124	2.935	0.003
Dependent Variable: Employee Commitment $R = 0.124, R^2 = 0.015, t(549) = 2.935, p = 0.000 < 0.05$ $F(1,549) = 8.613, p = 0.003$						

Source: SPSS Output, 2022

Interpretation

The result presented in Table 3 shows that recruitment has a positive significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria ($\beta = 0.108, t = 2.935, p < 0.05$). The R -value for the regression model is 0.124 which shows that recruitment has a very weak, positive and significant relationship with employee commitment. Furthermore, the R^2 value for the relationship between recruitment and employee commitment was found to be 0.015. This suggests that there was a 1.5% change in the commitment of employees in selected deposit money banks in Lagos State, due to changes in recruitment. Therefore, other factors not studied in this study contributed to a 98.5% variation in employee commitment. The result of the standard error of the estimate is 0.037 Standard error measures the adequacy of the model. This means that the variability in the prediction is 0.037 which implied recruitment predicts employee commitment poorly in the selected banks. The study also conducted ANOVA to test the reliability of the regression model. The study found a significance value of 0.005 which was less than 0.05 at a 95% confidence interval. The F-value was 8.613 and significant ($p=0.001$). This means the model accurately predicted staff commitment in selected deposit money banks in Lagos State, Nigeria. The regression model used to describe the difference in employee commitment caused by recruitment is as follows:

$$EC = 24.141 + 0.108RE \dots\dots\dots (i)$$

Where: EC = Employee Commitment
 RE = Recruitment

The above regression equation illustrates that recruitment parameter estimates confirmed a preconceived anticipation (*apriori* expectation) that recruitment will increase employee commitment. The constant was 24.141, which implies that if there is no recruitment or recruitment is at zero; the staff commitment would still be positive which suggests that employees are emotionally attached to their organisations (Mean = 5.40 and Standard Deviation = 0.726) and have a sense of belonging (Mean = 5.66 and Standard Deviation = 0.692). The regression coefficient of recruitment was 0.108 indicating that one unit change in recruitment results in a 0.108 increase in staff commitment in selected deposit money banks in

Lagos State, Nigeria. This implies that an increase in recruitment will subsequently increase staff commitment in selected deposit money banks in Lagos State, Nigeria. Table 4.2.1(iii) also shows the t (549) statistics value is 2.935 at $p < 0.05$ which suggests that recruitment significantly explained variations in employee staff commitment. Based on the results, the null hypothesis one (H_{01}) which states that Recruitment has no significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria was rejected.

Discussion of Findings

The objective was to evaluate the effect of recruitment on employee commitment in selected deposit money banks in Lagos State, Nigeria. The finding of the linear regression analysis revealed that recruitment had a positive and significant effect on employee commitment in selected deposit money banks in Lagos State, Nigeria. This result was consistent with the findings of Abrokwah et al. (2018), who discovered that efficient recruitment resulted in a desirable employee's level of employee commitment. Chew and Chan (2018) found that recruiting in terms of person-organization fit positively influenced organisational commitment in a comparable study. Gutierrez, Candela, and Carver (2018) discovered that person-organization fit in terms of recruiting impacted organisational commitment positively. According to Harold and Shiju (2018), recruiting has a positive and significant influence on emotional commitment, whereas Khatri and Gupta (2015) found a highly significant and positive association between hiring procedures and organisational commitment. In contrast to the findings of this study, Mugizi and Nuwatuhaire (2019) found that recruitment had a negative and minor effect on employee commitment in their study. Theoretically, the human capital theory is in alignment with the result. According to HCT, education or training provides workers with useful information and skills, which increases their productivity and earnings (Becker, 1964). This theory emphasises the extra value that individual adds to the organisation especially when effective employees are recruited.

Conclusion and Recommendations

The study concluded that recruitment has positive and significant effect on employee commitment in selected deposit money banks in Lagos State, Niger

Based on the findings of this study, the following recommendations should be given attention in order to ensure improved employees' commitment

- i. It is recommended that deposit money banks in Lagos State should ensure that they use effective recruitment methods to attract and retain the most qualified candidates for various positions. This will ultimately enable them to create a workforce that is highly committed to the organisation's objectives and goals.
- ii. It is recommended that deposit money banks should review their compensation management system to enhance employee job satisfaction. The management should also ensure that employees are adequately compensated for their services in order to improve

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