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## Optimizing Selection Process for Enhanced Organizational Performance in Nigerian Brewery Firms: A South East Region Perspective

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BY

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### ABSTRACT

This study investigated the optimization of the selection process for enhanced organizational performance in Nigerian brewery firms, focusing on the South East region. The research employed a simple linear correlation design, with a population of 5,215 staff from two selected brewery firms (Nigeria Breweries Plc Enugu and International Breweries Plc Onitsha). A sample size of 372 was determined using Slovin's formula, but only 351 samples were used. The Cronbach Alpha statistic confirmed the reliability of the instruments, with index coefficient values ranging from 0.786 to 0.901. Due to non-normality of the residual term, parametric regression analysis (Theil regression) was employed. Spearman rank correlation coefficient was used to answer research questions, while Theil regression tested the hypotheses. The analysis utilized R-Studio and Minitab software packages. The study found a high positive relationship between employment tests and creativity, and a very high positive relationship between selection interviews and profitability in selected brewery firms. Recommendations included adopting selection techniques that enhance organizational effectiveness, particularly in breweries.

**Keywords:** Optimization, Selection Process, Brewery Firms, Organizational Performance, South-East Nigeria, Selection interview, Profitability, Employment Tests

### Introduction

The selection process is a comprehensive system that integrates recruitment and selection with job design, performance reviews, and organizational goals. A structured set of procedures is followed to determine the most suitable candidates for hire (Chukwu&Igwe, 2012). The process

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begins with job applications and culminates in hiring decisions. The selection process involves initial candidate reception, employment tests, selection interviews, references and background checks, medical examinations, supervisory interviews, and realistic job previews, ultimately leading to a hiring decision. The primary selection methods used are tests, assessment centers, and interviews (Oyadiran&Ishaq, 2023). According to Herriot (as cited in Leopold, Harris, & Watson, 2005), there are alternative systematic and processual approaches to selection. Additionally, assessment centers are not a standalone method but rather a combination of multiple methods, operating on a multi-trait, multi-methods basis (Wairimu&Kamaara, 2018).

Organizational performance (OP) refers to the extent to which an organization achieves its corporate goals. The specific goals of the organization determine the relevant performance indicators used to measure success. According to Kaplan and Norton (1992), organizations should consider performance data from four perspectives: financial, customer, internal processes, and innovation and learning (Oyadiran&Ishaq, 2023). Additionally, other indicators of organizational success include creativity, profitability, productivity, competitive advantage, effectiveness, efficiency, adaptability, and quality. However, Nigerian organizations have been known to employ unethical selection practices when hiring new employees, including selection discrimination, prejudice, and favoritism (Torlak et al., 2018). These practices can undermine the integrity of the selection process and have negative consequences for the organization.

In many organizations, managers are responsible for selecting, evaluating, rewarding, and developing employees. However, issues often arise when these tasks are not given sufficient time or attention, or when they are performed without careful consideration of their impact on the organization. Moreover, most managers lack adequate training in this critical area. If employee selection is not given careful thought, it can lead to the hiring of unqualified workers who are unable to contribute effectively to achieving organizational goals (Namada, 2017). According to management experts, human resources are one of the most crucial production inputs, as they combine, control, and coordinate other inputs to achieve organizational objectives. However, it is unfortunate that many Nigerian organizations fail to select the right candidates for the right roles due to "god fatherism" (nepotism or favoritism). This can lead to ineffective utilization of human resources and hinder the achievement of organizational goals.

Many organizations struggle to select the right candidates for the right roles due to several challenges. These include unclear organizational goals, poorly defined job designs, inadequate job descriptions and specifications, and flawed selection procedures (Karia et al., 2016). For instance, some organizations lack standardized testing tools, leading to the use of invalid and unreliable test items to evaluate potential employees. Moreover, biases can creep into the interpretation of test results. Similarly, in organizations that conduct interviews, biases can

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influence the questions asked, the judgments of panel members, and the scheduling of interviews. Ultimately, these issues can lead to the selection of unsuitable candidates, hindering the organization's ability to achieve its goals.

Employing someone who doesn't fit the organization's culture or specific job requirements can lead to significant problems. These issues can manifest in various ways, including discipline problems, conflicts, absenteeism, high employee turnover, fraud, low productivity, reduced profitability, poor customer service, and stifled creativity, innovation, and learning. Ultimately, these problems can result in subpar organizational performance. Given the potential consequences of a mismatch between an employee and the organization, it's essential to examine the impact of the selection process on organizational performance. This is particularly relevant in the context of South Eastern Nigerian brewing companies, where understanding the effects of selection processes on performance can inform strategies to improve hiring practices and drive business success.

### Research Questions

The study was guided by the following research questions:

- i. To what degree do employment tests predict creativity in selected brewery firms in South-East Nigeria?
- ii. What is the effect size of selection interviews on profitability in selected brewery firms in South-East Nigeria?

### Research Hypotheses

The following null hypotheses were tested in this study:

- H<sub>01</sub>:** Employment tests do not significantly influence the creativity of selected brewery firms in South-East Nigeria;
- H<sub>02</sub>:** No significant correlation exists between selection interviews and profitability in selected brewery firms in South-East Nigeria.

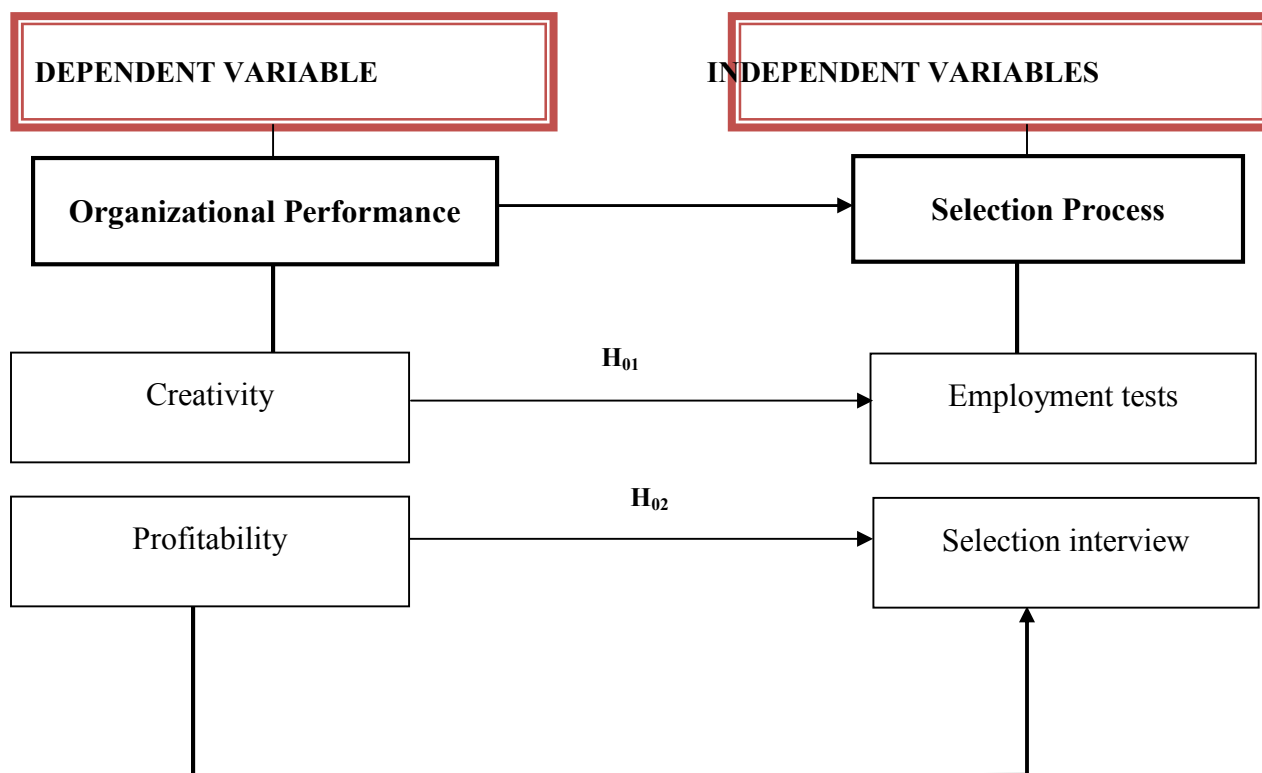
### Review of Related Literature

#### Operational Conceptual Framework

According to Adom et al. (2018), a conceptual framework is a visual tool used by researchers to illustrate the relationships between independent variables and dependent variables. It provides a logical diagram that helps researchers understand the interactions between the study's predictor elements and the response variable (Grace et al., 2021). In this study, the

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conceptual framework (Fig. 1) shows the selection process as the independent variable, measured through employment tests and selection interviews, and organizational performance as the dependent variable, measured through creativity and profitability. This framework helps to clarify the connections between the selection process and its impact on organizational performance.



**Fig.1:**Conceptual Model for Understanding the Impact of Selection Process on Business Performance in Sampled Brewery Firms in South-Eastern Nigeria

### Conceptual Elucidation

In this study, operational definitions were established for several key concepts as they were applied. The concepts defined include:

1. Employment Tests: Standardized assessments used to evaluate job candidates' skills, knowledge, and abilities.

2. Selection Interviews: Structured conversations between job candidates and organization representatives to assess candidates' fit for the role and organization.

By providing clear operational definitions, this study aimed to ensure consistency and precision in the application of these concepts.

### **Tests of Employment**

Employment tests are tools used to assess how well candidates match job requirements. These tests can take various forms, including simulations of work environments and paper-and-pencil assessments (Oyadiran&Ishaq, 2023). The main categories of employment tests include:

1. Intelligence tests: These measure cognitive abilities and are often used for general selection. Validated intelligence tests can be compared to norms, allowing for a comparison of the test-taker's abilities to the broader population or a specific group (Wairimu&Kamaara, 2018).

2. Personality tests: These aim to evaluate a candidate's personality to predict their behavior or job fit (Wairimu&Kamaara, 2018).

3. Ability tests: These assess skills relevant to the workplace, such as language, mechanical, perceptual, and numerical abilities.

4. Aptitude tests: These are job-specific assessments designed to predict a person's ability to perform duties in a particular role. Examples include tests of dexterity, mechanical aptitude, numerical ability, and clerical aptitude.

5. Achievement tests: These evaluate skills or competencies acquired through education and experience.

By using these tests, employers can gain valuable insights into candidates' abilities and potential job performance.

### **Interviews for Selection**

The primary objective of a selection interview is to evaluate an applicant's suitability for a role through a comprehensive and structured conversation (Wairimu&Kamaara, 2018). Selection interviews are the most widely used method of selection due to their versatility. They can be tailored to assess candidates for various positions, including management, staff, unskilled, and skilled workers. Moreover, selection interviews facilitate a two-way exchange of

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information, allowing candidates to learn about the organization while interviewers gain insight into the candidates' qualifications and fit (Oyadiran&Ishaq, 2023). This dynamic exchange enables both parties to make informed decisions about the potential employment relationship.

Management experts have categorized interviews into various forms. According to Werther and Davis in 1996, as cited by Oyadiran&Ishaq (2023), interviews can be classified into different types, including behavioural interviewing, stress interviews, mixed interviews, unstructured interviews, and structured interviews. Behavioural interviewing focuses on assessing past experiences and behaviours to predict future performance, while stress interviews evaluate a candidate's response to pressure and challenging situations. Mixed interviews combine elements of structured and unstructured interviews, unstructured interviews are informal conversations with no predetermined questions or format, and structured interviews are standardized with pre-determined questions and evaluation criteria. These categories help organizations choose the most effective interview approach for their specific needs and goals.

According to Edenborough in 2005, as cited by Torlak et al. (2018), structured interviews encompass a range of formats, from simple planning tools to comprehensive guides outlining specific questions and acceptable responses; many of these structured interviews aim to gather clear evidence of past behavior. To determine the dimensions of a structured interview, various methods can be employed. One approach is the critical incident technique, which involves consulting subject-matter experts (SMEs) to identify key processes and experiences that can inform the interview structure. This technique helps ensure that the interview assesses relevant skills and experiences.

### **Theoretical Review**

This study is grounded in the Reflection and Attribution Theories of Personality. Once a manager or assessor has a tangible interaction with applicants, they can form an opinion about them by reflecting on that experience (Chukwu&Igwe, 2012). Attribution theory, which originated from Heider's 1958 study, posits that humans are naturally inclined to seek explanations for their own actions and those of others (Oyadiran&Ishaq, 2023). According to this theory, the perceived causes of behavior can be categorized into three main types:

1. Internally controlled causes: where an individual's behavior, such as effort, is seen as the reason for the outcome.
  2. Internal uncontrollable causes: where the outcome is attributed to the individual's inherent characteristics, such as ability, which they cannot control.
  3. External causes: where the outcome is attributed to external factors beyond the individual's control, such as luck or the actions of others.
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These categories help explain how managers and assessors form opinions about applicants based on their interactions with them.

The selection process is closely tied to attribution theory, as assessors inevitably gain insight into candidates' past work performance. Candidates may be given the opportunity to explain their previous actions, and they often attribute their performance to various factors. Research by Sylvester, Anderson-Gough, Anderson, and Mohamed (2002), as cited by Chukwu and Igwe (2012), shows that interviewers tend to form more favorable impressions of candidates who attribute past negative experiences to internal-controllable factors, such as their own efforts or decisions. In contrast, interviewers tend to view candidates less favorably when they attribute their performance to internal-uncontrollable factors, like ability, or external factors, like luck or others' actions. This highlights the importance of attribution theory in the selection process, as candidates' explanations for their past performance can significantly influence assessors' opinions.

Research reveals that our perception of causality is often biased in specific ways. The fundamental attribution fallacy refers to the strong tendency to attribute causes to the individual's character or actions, rather than considering external factors. This fallacy is particularly prevalent in Western cultures, which emphasize personal responsibility and accountability. As a result, we often overlook contextual elements that may have contributed to the outcome, instead blaming the individual for their actions (Chukwu&Igwe, 2012). This bias can lead to inaccurate assessments of behavior and performance, highlighting the need for awareness and consideration of external factors in the attribution process.

### **Empirical Review**

Gede and Huluka (2023) conducted a study on the impact of strategy alignment on organizational performance at an Ethiopian university. The research aimed to investigate the effect of strategic alignment on organizational performance, focusing on clarity in purpose, role, and process. The study employed a quantitative methodology, using explanatory and descriptive research designs. A random sample of 365 employees from three Ethiopian universities was selected, considering the institutions' age. Structural equation models were used for confirmatory factor analysis and path analysis, while descriptive statistical methods like mean and standard deviation were applied. The study's findings revealed that clarity in purpose, role, and process significantly and positively impacts organizational effectiveness in higher education. Additionally, the results showed that organizational performance varies among the institutions studied, depending on the level of strategic alignment implementation. Based on these findings, the researchers recommended that organizational leaders clearly define their strategic intents and

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specific objectives. Furthermore, they suggested that governing bodies support well-defined roles and procedures for each employee.

Khan et al. (2023) conducted a study to investigate the impact of human resource management (HRM) practices on organizational performance. The target population consisted of employees from various organizations, who were surveyed using a standardized questionnaire. The study aimed to explore HRM strategies and their effect on organizational success, with a focus on gathering insights from field employees. A sample of 300 respondents was selected using random nonprobability sampling, ensuring ethical research practices and data collection methods. The questionnaire was administered to staff members to gather relevant data for analysis. The study sought to contribute to the existing body of knowledge by examining the relationship between HRM practices and organizational performance. The findings provided valuable perspectives and recommendations for organizations to refine their HRM processes, leading to improved performance outcomes.

Salman et al. (2024) conducted a study to examine the impact of human resource management (HRM) practices on organizational performance in the Indian banking sector. A convenience sample of 325 employees from four banks participated in a survey. The study employed confirmatory factor analysis to assess the psychometric properties of the constructs and structural equation modeling to test the proposed theories. The findings revealed that employee involvement, performance appraisals, and training and development had a significant and positive impact on the performance of the banks under investigation. Recruitment and selection, however, had a moderately beneficial effect. The study's results suggest that policymakers and decision-makers can enhance organizational performance by investing in appropriate HRM practices. The findings are equally important for practitioners and HR professionals seeking to support the career growth and success of their employees.

## **Research Methodology**

### **Research Design**

The study employed a simple linear correlation research design to investigate the relationship between the dependent and independent variables. This design is used to establish a linear functional relationship between variables (Mbah&Udegbe, 2014). As a quantitative research method, it involves studying two or more quantitative variables from the same group of participants to determine if there is a correlation or co-variation between them (Waters, 2017). Given the study's focus on employee recruitment, selection, and career development as correlates of organizational performance, the researcher deemed this design the most suitable approach. It

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enabled the examination of the linear relationships between these HRM practices and organizational performance, providing insights into their potential impact.

### Target Population

The population of the study is 5,215 (Kingsley et al., 2024) consisting of total staff of the two selected brewery firms (Nigeria Breweries Plc Enugu and International Breweries Plc Onitsha).

### Sample Size and Sampling Technique

Sampling is the process of selecting a subset of individuals from the target population in a way that accurately represents the entire population (Creswell, 2013). Since it is often impractical to survey every individual in the target group, sampling is used in research. This study employed Slovin's formula (Maragia&Kemboi, 2021) to calculate a sample size from a finite population and obtain a representative sample. The formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:      n = Sample size  
              N = Population size (5215)  
              e = Margin of error or error tolerance (0.05)

$$n = \frac{5215}{1 + 5215(0.05)^2} = \frac{5215}{14.0375} = 371.5049$$

The study followed Singh & Masuku's (2014) advice and used an error margin of 5%. With a target population of 5215 employees, the sample size for the employees is 372 when the error margin is 5%.

Stratification procedures were employed to ensure subjects are drawn from the 2 targeted manufacturing firms. Proportionate sampling was employed when determining the number of employees from each firm. This was computed using Bowley's formula as shown below;

$$n_h = \frac{nN_h}{N}$$

where

$N_h$  = number allotted to each stratum (firm)  
 $n$  = Sample size  
 $N$  = Population

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### **Research Instruments and Reliability of Instrument**

The researchers developed a custom questionnaire as the primary data collection tool (Yeasmin&Rahman, 2012). As defined by Kothari and Garg (2014), a questionnaire is a data collection instrument comprising a series of questions in a specific order, distributed to participants. The questionnaire utilized a 4-point Likert scale: Very Great Extent (VGE)–4; Great Extent (GE)–3; Moderate Extent (ME)–2 and Low Extent (LE)–1. To ensure the instrument's validity, the researchers employed content and face validity techniques to assess its accuracy and precision in measuring the variables under investigation. The questionnaire was pilot-tested with a group outside the study area, and the responses were collected. Their responses (scores) were analyzed using Cronbach alpha which yielded an index coefficient of 0.852, 0.901, 0.786 and 0.8546 for dependent variable and independent variables responses respectively. The researchers therefore considered the instrument suitable and adequate for the study.

### **Method of Data Analysis**

The research questions were addressed using the Spearman rank correlation coefficient to examine the relationship between the dependent and independent variables. The interpretation of the correlation coefficient was based on the following guidelines:

- 0.00-0.20: Very low extent relationship
- 0.21-0.40: Low extent relationship
- 0.41-0.60: Moderate extent relationship
- 0.61-0.80: High extent relationship
- 0.81-1.00: Very high extent relationship

Hypotheses were tested using Theil regression analysis to determine the significance of the relationships between the dependent and independent variables, since the basic normality assumption for simple regression was not satisfied. This involved assessing whether the correlation coefficient was statistically significant. The null hypothesis was rejected if the calculated p-value was less than the significance level (0.05); otherwise, it was not rejected.

### **Result**

The researcher retrieved three hundred and fifty one (351) copies of the distributed instrument, which represents (94.4%) return rate of the distributed instrument.

**Tests for Normality Assumption for the Bivariate Regression Model**

The assumption of normality of residuals is crucial in regression analysis, as it enables hypothesis testing and accurate interpretation of results. When residuals are normally distributed, we can confidently test hypotheses about the regression model. Therefore, it's essential to examine the normality assumption before proceeding with hypothesis testing. If the assumption is violated, using the regression model directly can lead to incorrect interpretations.

In this study, we tested the normality assumption by examining the distribution of residuals for each independent variable using the Ryan-JoinerStatistic. The normality assumption is a critical requirement for simple regression analysis. If this assumption is not met, we can employ the non-parametric equivalent, Theil-Sen regression, as an alternative approach.

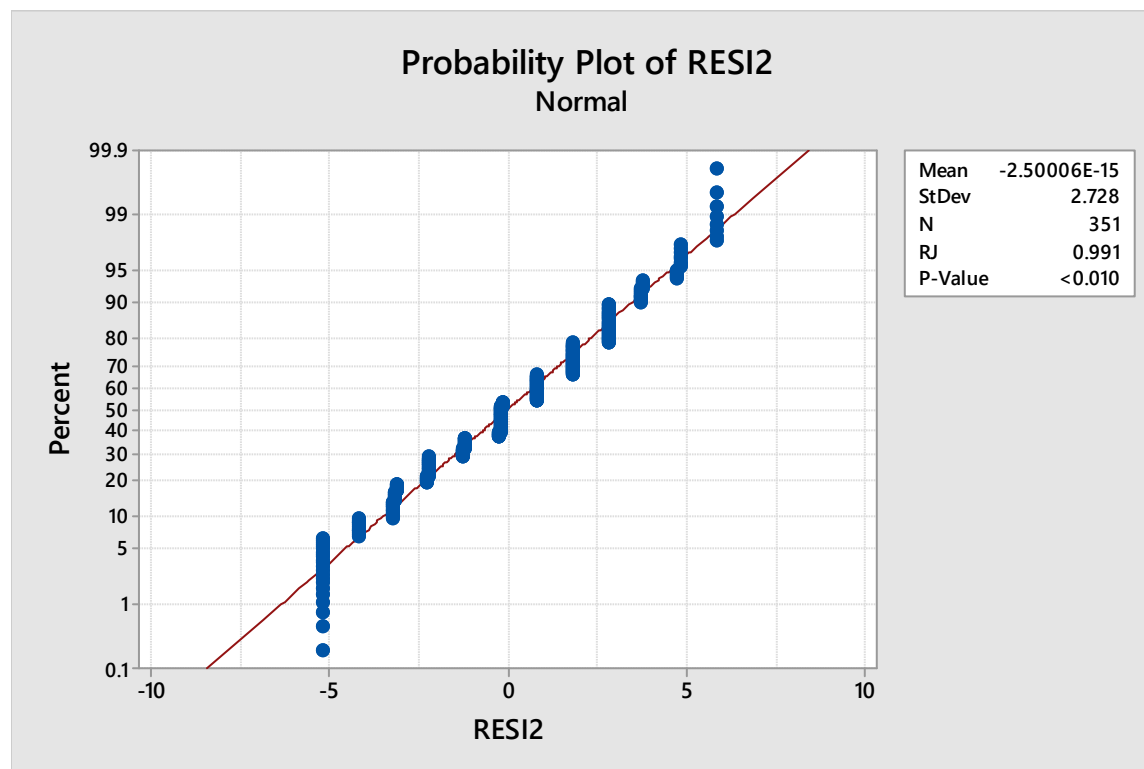
**Normality of Residuals Assumption – Employment Tests(ET) versus Creativity(C)**

The hypotheses of the Ryan-Joinertest are as follows:

$H_0$ : Residuals are normally distributed

$H_1$ : Residuals are not normally distributed

**Fig. 2: Normal Probability Plot of Residual for ET&C**



Since the p-value ( $<0.010$ ) is less than 0.05 from Fig. 2, the null hypothesis is rejected. This implies that the assumption of normality distributed residuals is not satisfied.

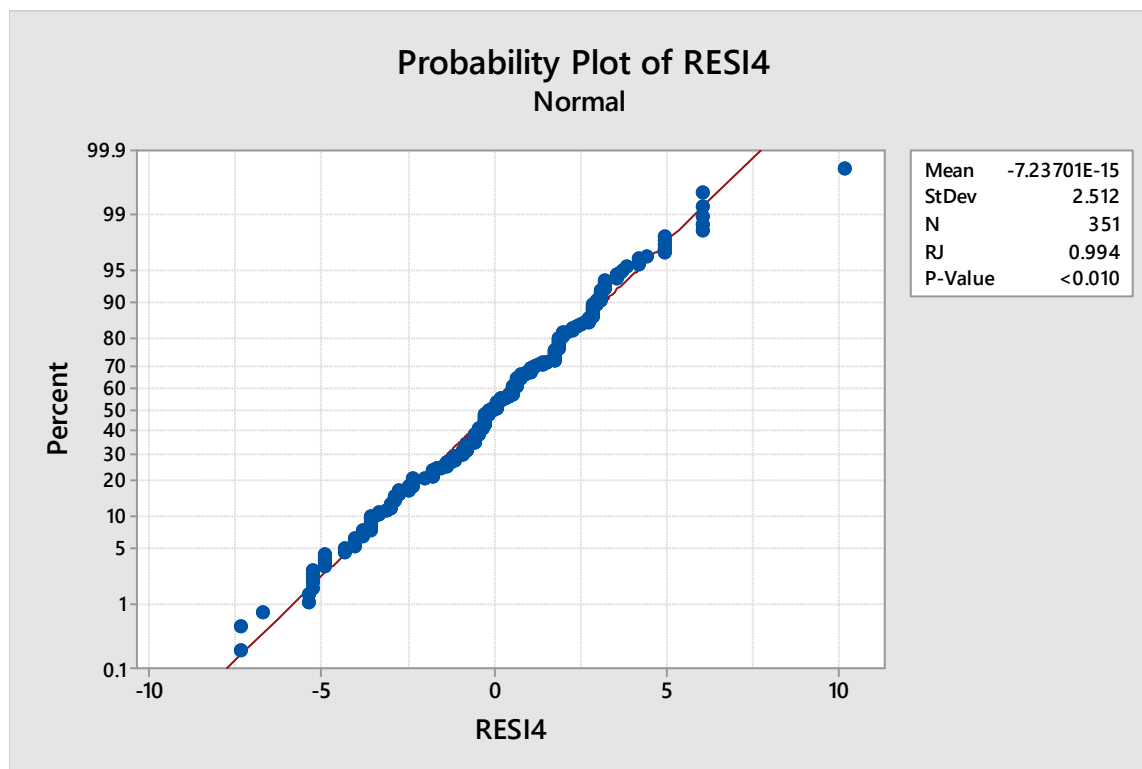
### Normality of Residuals Assumption – Selection Interview(SI) versus Profitability(P)

The hypotheses of the Ryan-Joinertest are as follows:

$H_0$ : Residuals are normally distributed

$H_1$ : Residuals are not normally distributed

**Fig. 3: Normal Probability Plot of Residual for SI&P**



Since the p-value ( $<0.010$ ) is less than 0.05 from Fig. 3, the null hypothesis is rejected. This implies that the assumption of normality distributed residuals is not satisfied.

## Analysis and Results of Research Questions

### Research Questions/Hypotheses

Due to the violation of the normality assumption of the error term, non-parametric statistical techniques were employed to analyze the data. Specifically, the Spearman rank correlation coefficient was used to address the research questions, and Theil regression analysis was used to test the hypotheses. These techniques are suitable alternatives when the normality assumption is not met, allowing for a robust analysis of the relationships between variables.

### Research Question One

To what degree do employment tests predict creativity in selected brewery firms in South-East Nigeria?

**Table 2: Spearman's Rank Correlation Summary for ET and C**

Variables	n	$\bar{X}$	SD	r
Employment Tests	351	8.754	2.432	0.724
Creativity	351	8.561	2.241	
HighRelationship				

Source: R-Studio Software

Table 2 presents the findings related to research question one. The results indicate a Spearman rank correlation coefficient of 0.724, which is considered high. This suggests a strong positive correlation between employment tests and creativity in selected brewery firms in South-East Nigeria. In other words, the data reveals a significant and substantial relationship between the two variables, implying that employment tests are closely associated with creativity in the brewery firms examined.

### Testing of Hypothesis One

**H<sub>01</sub>:** Employment tests do not significantly influence the creativity of selected brewery firms in South-East Nigeria

**Table 3: ANOVA Summary for Theil-Sen Regression of ET and C**

Response: C	Df	Sum of Squares	Mean Squares	F-value	p-value
ET	1	2675.46	2675.46	191.515	0.000
Residuals	349	4876.75	13.97		

Source: R-Studio Software

The results presented in Table 3 reveal a statistically significant relationship between employment tests and creativity. The Table shows a mean square of 2675.46 for employment tests and 13.97 for residuals, with an F-calculated value of 191.515. Notably, the p-value is 0.000, which is less than the significance level of 0.05. This indicates a statistically significant result, leading to the rejection of the null hypothesis. The null hypothesis stated that employment tests do not significantly influence creativity in selected brewery firms in South-East Nigeria.

Conversely, the study concludes that employment tests do have a significant influence on the creativity of selected brewery firms in South-East Nigeria.

### Research Question Two

What is the effect size of selection interviews on profitability in selected brewery firms in South-East Nigeria?

**Table 4: Spearman's Rank Correlation Summary for SI and P**

Variables	n	$\bar{X}$	SD	r
Selection Interview	351	8.853	2.341	0.895
Profitability	351	8.783	2.187	
Very HighRelationship				

Source: R-Studio Software

Table 4 presents the findings related to research question two. The results indicate a Spearman rank correlation coefficient of 0.895, which is exceptionally high. This suggests a very strong positive correlation between selection interviews and profitability in selected brewery firms in South-East Nigeria. In other words, the data reveals a remarkably significant and substantial relationship between the two variables, implying that selection interviews have a profound impact on profitability in the brewery firms examined.

### Testing of Hypothesis Two

**H<sub>02</sub>:** No significant correlation exists between selection interviews and profitability in selected brewery firms in South-East Nigeria.

**Table 5: ANOVA Summary for Theil-Sen Regression of SI and P**

Response: P	Df	Sum of Squares	Mean Squares	F-value	p-value
SI	1	2771.11	2771.11	197.373	0.000
Residuals	349	4898.88	14.04		

Source: R-Studio Software

The results presented in Table 5 reveal a statistically significant relationship between selection interviews and profitability. The data shows a mean square of 2771.11 for selection



interviews and 14.04 for residuals, with an F-calculated value of 197.373. Notably, the p-value is 0.000, which is less than the significance level of 0.05. This indicates a statistically significant result, leading to the rejection of the null hypothesis. The null hypothesis stated that no significant correlation exists between selection interviews and profitability in selected brewery firms in South-East Nigeria. Conversely, the study concludes that a significant correlation does exist between selection interviews and profitability in selected brewery firms in South-East Nigeria.

### **Discussion of Findings**

The study revealed a significant impact of employment tests on creativity in selected brewery firms in South-East Nigeria. The correlation coefficient ( $r = 0.724$ ) indicates a strong positive relationship between the two variables, suggesting that when employment tests are positive, the performance of brewery firms is also enhanced. This implies that employment tests lead to improved performance. The study's findings align with previous research by Chukwu and Igwe (2012), who found a substantial positive correlation between employment tests and creativity in the brewery industry of Southern Nigeria. Additionally, the results are consistent with Gede and Huluka's (2023) study, which showed a strong, positive correlation between strategy alignment and organizational performance. These consistent findings across studies highlight the importance of employment tests in enhancing creativity and performance in the brewery industry.

The study revealed a very high positive and significant relationship between selection interviews and profitability in selected brewery firms in South-East Nigeria. This suggests that selection interviews have a profound impact on enhancing the performance of brewery firms in the region. The findings align with Chukwu and Igwe's (2012) perspective, which reported a positive correlation between selection interviews and profitability. Furthermore, the results are consistent with Khan et al.'s (2023) discovery of a direct correlation between human resource management (HRM) practices and organizational performance. These findings collectively emphasize the crucial role of selection interviews in driving profitability and performance in the brewery industry.

### **Conclusion**

The study's data analysis led to the conclusion that, in the brewery industry, the use of well-designed employment tests facilitates the selection of innovative employees, while well-conducted selection interviews enable the identification of productive staff members whose contributions significantly enhance the organization's profitability. In essence, the study found

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that effective employment tests and selection interviews are crucial tools for breweries to attract and hire talent that drives innovation and boosts bottom-line performance.

### **Recommendations**

In line with the findings of this study, the following recommendations are made:

- i. Other businesses, particularly breweries, should adopt selection techniques that enhance overall organizational effectiveness when hiring new employees. They can learn from the study's participating organizations by modeling their own selection processes after those that have proven effective in driving innovation and profitability;
- ii. Companies in the manufacturing sector and beyond should prioritize effective workflow planning to enable employees to complete projects efficiently and meet deadlines. Additionally, they should implement robust hiring practices to attract and select top-tier talent, ensuring they build a high-performing team;
- iii. Employers in the brewery industry should align with global best practices and prioritize the optimization of employee recruitment strategies. By doing so, they can enhance the performance of their recruitment processes, ultimately ensuring the overall success and competitiveness of their firms.

### **Suggestion for Further Research**

The following research areas are suggested for further studies:

- i. A comparative analysis study on the impact of selection processes on organizational performance, using Nigerian Breweries as a case study across the six geo-political zones, would be a valuable research endeavor. This study could provide insights into the effectiveness of different selection processes in various regions and their subsequent impact on organizational performance;
- ii. Conduct an in-depth analysis of the impact of the selection process on organizational performance, utilizing alternative indicators of selection process effectiveness and organizational performance beyond those used in this study. This could include exploring additional metrics such as employee turnover rates, training and development programs, diversity and inclusion initiatives, and financial performance indicators like revenue growth or market share.

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