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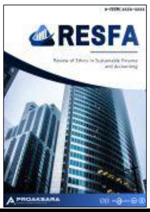

Recruitment Dynamics and Organizational Performance of Selected Banks in Delta State

Akpenyi Florence Dumbiri[1], Kifordu Anyibuofu Anthony[2*], Anthony Odita Ogomegbunam[3]

[1-3]Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria

E-mail: [2)] anthony.kifordu@yahoo.com

ARTICLE INFO

Article History
Received : 10.03.2025
Revised : 27.03.2025
Accepted : 12.04.2025

Article Type : Research Article

ABSTRACT

While the business world is starting to understand the significance of recruitment dynamics, there is still a lack of scholarly research investigating the reasons behind how recruitment dynamics affect organizational performance, especially in the banking industry. The aim of this research was to fill a gap in knowledge by performing a descriptive analysis with primary data gathered from 176 employees at specific banks in Delta State, Nigeria, using a straightforward random sampling technique. The information was obtained through questionnaires filled out by the employees themselves and then examined using descriptive statistics, bivariate correlation analysis, and multiple linear regression analysis. The results showed a strong positive linear relationship between Culture and performance, and the regression analysis revealed that the dimensions of recruitment dynamics (work experience, educational background, and cultural outfit) are statistically significant predictors of organizational performance at a 95% level of confidence. Specifically, the findings indicate that a unit increase in work experience, education, and Culture leads to a significant increase in organizational performance. The study concludes that recruitment dynamics have a significant impact on organizational performance in the banking sector and recommends that banks leverage social media platforms and short text messaging services to facilitate prompt reporting and action on misconduct and corrupt practices.

Keywords: Recruitment Dynamics, Organizational Performance, Educational Background, Culture, Work Experience

1. INTRODUCTION

The process of hiring new employees is a vital part of managing resources, as it plays a major role in how well a company performs. In industries like banking, where there is intense competition and customer happiness is key, being able to bring in, choose, and keep skilled staff is crucial for ongoing growth and achievement (Ratih et al., 2024). Recruitment dynamics, which encompass the strategies, methods, and approaches used to attract potential employees, are vital in ensuring that banks are able to meet their performance objectives. In Delta State, as in many parts of Nigeria, the banking sector plays a significant role in the economy, contributing to financial inclusion, economic growth, and the provision of essential services. Therefore, understanding how recruitment dynamics affect the performance of banks is crucial for improving their overall effectiveness and competitiveness.

Recent studies have shown that effective recruitment strategies, such as the use of digital platforms and employee referrals, can improve organizational performance by ensuring the recruitment of highly skilled and motivated individuals (Blau, 2017). These recruitment approaches help to enhance the skill sets of the workforce, reduce turnover, and improve employee satisfaction, which ultimately impacts the performance of the organization (McCole et al., 2010). Banks in Delta State, like their counterparts globally, must adapt to the evolving recruitment landscape by implementing modern and innovative recruitment practices to attract top talent. Furthermore, recruitment dynamics are influenced by organizational culture, the labor market, and regulatory policies, all of which impact how banks recruit and retain employees. According to Ployhart & Bliese (2006), the alignment between recruitment practices and the organizational culture can significantly affect the performance outcomes of financial institutions. Banks that prioritize hiring individuals whose values align with the organization's goals tend to experience improved teamwork, enhanced innovation, and higher levels of customer service, all of which contribute to better organizational performance.

In Delta State, the growing demand for skilled labor in the banking sector has led to increased competition among banks. As banks strive to achieve higher levels of customer satisfaction and profitability, they must focus on optimizing their recruitment strategies to ensure the right talent is hired for the right roles. This study aims to explore the recruitment dynamics of selected banks in Delta State and their effect on organizational performance, providing insights that could inform future recruitment strategies for banks in the region.

In the rapidly evolving banking sector, especially in Delta State, the dynamics of recruitment have become a critical factor influencing organizational performance. Despite the growing importance of effective recruitment strategies, many banks still face challenges in attracting, selecting, and retaining the right talent. These challenges stem from factors such as outdated recruitment processes, the increasing competition for skilled labor, and the misalignment between recruitment practices and organizational goals. As a result, banks often struggle to enhance employee performance, customer satisfaction, and overall organizational effectiveness, which are essential for maintaining a competitive edge in the market.

Existing literature suggests that poor recruitment dynamics can lead to higher employee turnover, low job satisfaction, and ineffective performance, all of which directly impact the operational success of banks (P. Blau, 2017; McCole et al., 2010). However, there is limited empirical research on the specific recruitment practices employed by banks in Delta State and how these practices directly influence their performance outcomes. Furthermore, banks in the region may be relying on traditional recruitment methods that fail to attract a diverse pool of qualified candidates, limiting their ability to meet organizational goals in the face of changing market demands.

This study aims to examine in detail how recruitment dynamics influence organizational performance in selected banks in Delta State. Given the critical role of effective recruitment in fostering a high-performance organizational culture, understanding this relationship is essential for enhancing recruitment practices and aligning them with institutional goals. The research specifically focuses on exploring the effect of educational background on organizational performance, determining the impact of work experience, and investigating how employees' cultural background contributes to organizational outcomes. The findings are expected to offer strategic insights to improve recruitment processes and strengthen the overall performance and competitiveness of banks in the region. To guide the investigation, the study formulates and tests three hypotheses as follow.

H1: Recruitment Dynamics has a positive impact on Organizational Performance.

H2: Work Experience has a positive impact on Organizational Performance.

H3: Education has a positive impact on Organizational Performance.

H4: Culture has a positive impact on Organizational Performance.

2. LITERATURE REVIEW

2.1. Conceptual Framework

2.1.1. Recruitment Dynamics

Recruitment dynamics refers to the methods, strategies, and processes employed by organizations to attract, select, and retain suitable employees. In the banking sector, this includes both traditional methods (such as in-person interviews and job fairs) and more modern strategies (such as online recruitment, digital platforms, and social media). The efficiency and effectiveness of these recruitment methods have a direct impact on organizational outcomes, such as employee performance, job satisfaction, and overall productivity. Recruitment Dynamics can also be referred to as the evolving strategies, processes, and practices used by organizations to attract, select, and retain qualified candidates to fill job roles. It encompasses the various methods, tools, and channels utilized by an organization to identify and hire the best talent suited to meet the company's needs and objectives. Recruitment dynamics are influenced by a range of factors, including technological advancements, labor market conditions, organizational goals, and external competition for talent.

In a dynamic and competitive environment, recruitment involves a continuous adaptation to changing conditions such as digital recruitment technologies (e.g., online platforms, social media), evolving candidate expectations, and organizational requirements. This adaptability is critical for organizations aiming to maintain a competitive edge, ensuring they attract candidates with the right skills and cultural fit, thereby enhancing overall organizational performance. Recruitment dynamics also involves decisions about the sourcing of candidates (internal versus external), the methods of selection (interviews, assessments, etc.), and how the process is aligned with the strategic goals of the organization. As such, the dynamics of recruitment are key to building a talented and motivated workforce that can contribute effectively to the organization's success.

2.1.2. Organizational Performance

Organizational performance is the capacity of a company to successfully and productively reach its goals and objectives. Performance in the banking industry is often evaluated using financial metrics like profitability and revenue expansion, as well as factors such as customer satisfaction, employee effectiveness, and operational productivity. High organizational performance is a result of a combination of factors, including effective recruitment, employee motivation, and the alignment of organizational strategies. Organizational performance can be defined as the capability of a company to efficiently and effectively accomplish its goals and objectives, utilizing resources and adjusting to external obstacles. It is a multifaceted concept that encompasses both financial and non-financial measures. Financial performance indicators include profitability, return on investment (ROI), and revenue growth, while non-financial measures can include customer satisfaction, employee engagement, innovation, and sustainability (Wright & McMahan, 2011).

Recent literature has emphasized the importance of adopting a balanced approach to measuring organizational performance. This includes assessing not only financial outcomes but also factors such as organizational culture, leadership, and the alignment of business strategies with operational execution (Kraiger et al., 1993). The idea is that organizations that perform well in a holistic sense—by excelling in areas such as employee well-being and customer loyalty—are more likely to sustain long-term success compared to those that focus only on financial outcomes (Lazear, 2000). Moreover, organizational performance is increasingly seen through the lens of innovation and adaptability. In an environment of rapid technological advancement and market changes, organizations that foster innovation, agile practices, and a learning culture tend to perform better (García-Morales et al., 2008). This modern view of performance incorporates both traditional business metrics and the organization's ability to innovate and respond to external pressures effectively.Thus, organizational performance is not a static measurement but a dynamic process involving continuous assessment across multiple dimensions to ensure sustained growth and competitive advantage.

2.1.3. Educational Background and Organizational Performance

The relationship between educational background and organizational performance has been a subject of significant interest, particularly in sectors like banking where knowledge, skills, and competencies are critical to success. The educational background of employees plays a pivotal role in shaping their ability to contribute to an organization’s goals, as well as enhancing overall performance. Banks, which require high levels of trust, compliance, and customer service, rely heavily on employees with strong educational qualifications to drive performance.

A. Key Aspects of Educational Background in Banking

1) Skills and Knowledge Transfer: Employees with a solid educational foundation are typically better equipped to handle complex tasks, understand financial regulations, and adopt new technologies in the banking sector. Research has shown that employees with higher levels of education tend to have a better grasp of strategic decision-making and are more capable of contributing to innovation (Jackson, 2002). In the banking industry, this translates to improved service delivery, customer satisfaction, and financial management, all of which contribute to organizational performance.

2) Leadership and Management: A well-educated workforce, particularly those with higher qualifications, is often associated with effective leadership. Managers and leaders with strong educational backgrounds are more adept at guiding teams, making informed decisions, and fostering organizational culture.

Educational qualifications, especially in finance, economics, and business management, provide leaders with the analytical tools necessary to manage organizational processes effectively (Mello, 2015). Effective leadership directly influences employee performance and, consequently, the overall performance of the bank.

3) Problem-Solving and Innovation: Employees with advanced educational backgrounds are more likely to approach problem-solving and innovation strategically. Education fosters critical thinking and analytical skills, which are essential for navigating the challenges in the banking sector, including regulatory changes, customer demands, and technological advancements (Konrad et al., 2005). Such capabilities allow employees to improve operational efficiency and contribute to innovations that can give banks a competitive edge.

4) Employee Motivation and Satisfaction: A well-educated workforce often experiences higher job satisfaction due to better career prospects and professional development opportunities. The educational background of employees can also influence their perception of the organization's values, leading to increased motivation and a strong commitment to achieving organizational goals (McCole et al., 2010). Motivated employees contribute positively to organizational performance by delivering high-quality services and improving customer relations.

2.1.4. Work Experience and Organizational Performance

Having work experience is crucial for employees to be able to make a meaningful impact on how well an organization performs. The connection between work experience and organizational performance is complex, as work experience gives employees real-world knowledge, problem-solving skills, and the ability to work well with others, all of which can greatly improve how well an organization performs. In industries such as banking, where precision, customer service, and compliance are paramount, work experience can directly influence how efficiently employees execute tasks and contribute to organizational success.

A. Key Aspects of Work Experience in Organizational Performance

1) Skills and Competencies: Employees with significant work experience often bring a wealth of skills that contribute to higher productivity and effectiveness. These skills can range from technical expertise, industry-specific knowledge, and decision-making abilities to soft skills such as communication and teamwork (Kraiger et al., 1993). Such experience enables employees to handle complex tasks and navigate challenges more efficiently, leading to improved organizational performance.

2) Problem-Solving and Decision-Making: Work experience provides employees with the opportunity to refine their problem-solving and decision-making abilities, which are crucial for improving operational efficiency. In the banking sector, for example, experienced employees are better equipped to make timely, informed decisions that positively affect customer satisfaction, risk management, and service delivery (Tumasjan et al., 2011). Employees with more work experience are often able to identify and mitigate risks, increasing the overall stability and performance of the organization.

3) Employee Productivity: The accumulation of experience over time often results in increased efficiency and output. Experienced employees tend to require less training, are quicker to adapt to new processes, and have a better understanding of organizational goals. This contributes to higher productivity levels, which ultimately enhances organizational performance (Suutari & Brewster, 2000). In industries like banking, where customer interactions are frequent, experienced employees are often more adept at managing customer needs, leading to higher customer satisfaction and retention rates.

4) Leadership and Mentorship: Experienced employees often take on leadership or mentoring roles within an organization. Their expertise allows them to guide less experienced colleagues, fostering a learning environment that enhances overall team performance. This transfer of knowledge ensures that the organization benefits from a culture of continuous improvement, which supports long-term success (Taylor, 2014). Furthermore, experienced leaders are more likely to make strategic decisions that align with the bank's goals, contributing to sustained growth and performance.

2.1.5. Culture and Organizational Performance

Organizational culture has a significant impact on determining the success of a company. It encompasses the common values, beliefs, routines, and actions that define a company and affect the way employees engage, cooperate, and carry out their tasks. A strong and positive organizational culture can significantly enhance employee motivation, improve collaboration, foster innovation, and contribute to organizational success. Conversely, a toxic or misaligned culture can hinder performance, reduce morale, and lead to inefficiency. Understanding the relationship between culture and organizational performance is essential for developing strategies that can enhance organizational outcomes.

2.2. Empirical Reviews

2.2.1. Empirical Evidence on the Relationship between Educational Background and Organizational Performance in Banks

Konrad et al. (2005) in their study on the impact of employee education on organizational performance in Nigerian banks, Okoye et al. found a strong positive correlation between employees' educational levels and organizational performance. The study demonstrated that banks with higher percentages of employees holding advanced degrees, particularly in finance and business management, experienced better performance in customer service and financial outcomes.

Jackson (2002) in his study explored how educational qualifications of employees in Chinese banks impacted organizational performance. The researchers concluded that educational background had a significant effect on productivity and service delivery. Employees with higher educational qualifications were more likely to engage in problem-solving activities and contribute to the bank’s innovation processes, resulting in improved organizational performance.

2.2.2. Empirical Evidence on the Relationship between Work Experience and Organizational Performance in Banks

Breaugh & Starke (2000) in their study on employee experience and performance in the financial sector, Krause et al. found a strong positive relationship between work experience and organizational performance. Experienced employees were better able to drive customer satisfaction and reduce operational inefficiencies, leading to higher profitability and growth for the organization.

Avolio et al. (2009) in their research on the banking sector in the Middle East, Hassan et al. found that work experience positively affected employee performance, which in turn enhanced organizational performance. Employees with more years of experience exhibited higher levels of competence and productivity, which led to improved operational outcomes such as reduced service delays and better risk management.

2.2.3. Empirical Evidence on the Relationship between Culture and Organizational Performance

McCole et al. (2010) in their study on the impact of organizational culture on employee performance, Müller and Kölling found that a positive culture, characterized by openness, trust, and collaboration, significantly enhanced employee motivation, job satisfaction, and overall organizational performance. Organizations that nurtured a supportive culture saw increased productivity and improved financial outcomes.

García-Morales et al. (2008) in their research investigated the relationship between organizational culture and performance in the UAE banking sector. The study found that organizations with a culture focused on customer-centricity, innovation, and employee well-being had better financial performance and customer satisfaction. Employees in such organizations reported higher engagement levels, which positively influenced the overall performance.

2.3. Conceptual Model of the Study

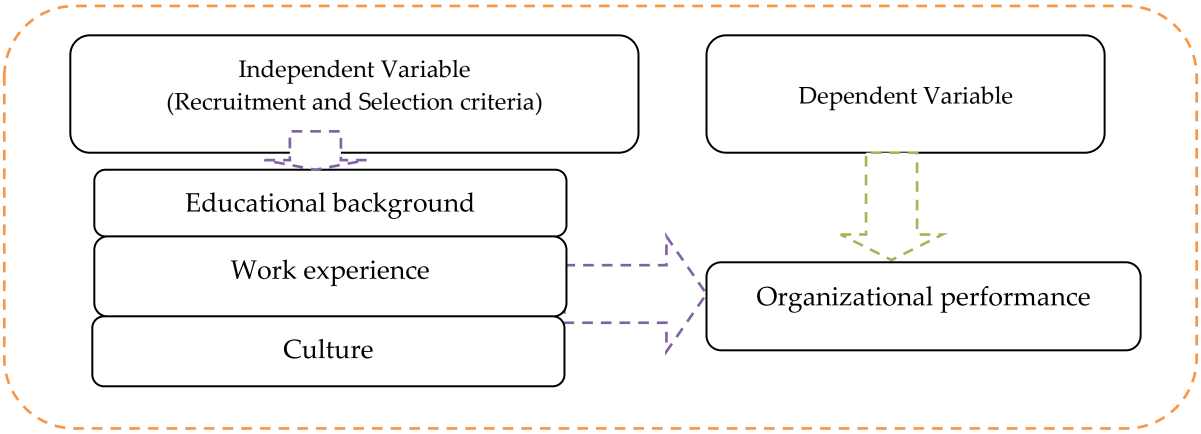

Figure 1. Conceptual Model of the Study
Source: Authors Conceptual Model, 2025

2.4. Theoretical Review

This study is anchored on the Social Exchange Theory (Blau, 1964) that provides a solid foundation for understanding the relationship between recruitment dynamics and organizational performance. The theory posits that social interactions, such as employer-employee relationships, are based on reciprocal exchanges of resources. In the context of recruitment, banks offer candidates opportunities for career growth, stability, and compensation, while candidates offer their skills, expertise, and time in return. The study is relevant to the extent that the quality of this exchange can influence employee performance and organizational outcomes. Employees who perceive a fair and valuable exchange are more likely to be motivated, perform well, and contribute positively to the organization's success.

3. RESEARCH METHODS

The research design employed in this study is a systematic plan that outlines the approach used to collect and analyze data, with the ultimate goal of providing solutions to the research problem (Suutari & Brewster, 2000). This design involves selecting a representative sample from the population, collecting and analyzing data, and drawing conclusions based on the sample.The population of interest in this study comprises all staff members across three selected banks in Delta State. Specifically, the population consists of 176 staff members, distributed across the three banks as shown in the table below:

Table 1. Population Distribution of Selected banks in Delta State

S/N	Bank Name	Location	Staff Strength	Frequency (%)
1	First bank	Agbor	70	40
2	Guarantee trust bank	Abraka	60	34
3	Union bank	Oleh	46	26
	Total		176	100

Source: Human Resource Department of Selected Banks (2024)

3.1. Sample Size Determination

A sample as the precise part of the population is that fraction of the entire population that is studied and the outcome generalized to the entire population (Asika, 2011). For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow; using the formula;

$$n = N\ 1+(e)2$$

Where:

n = Sample size

N = Population (176)

e = Margin of error (0.05)

Thus, the sample size is:

n = 176 1+176(0.05)2

n = 176 1+176(0.0025)

n = 176 1+0.44

n = 176 1.44 = 122

n = 122 staff

Therefore, the sample size for this study is 122 staff of selected banks in Delta State Nigeria. The study also made used of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected. The researcher employed a simple random sampling method to collect data, ensuring that each employee had an equal and known probability of being selected, thereby providing a fair and representative sample. This technique eliminated bias and gave every individual in the population an equal opportunity to participate, resulting in a reliable and generalizable dataset. The main source of data collection was a semi-structured questionnaire featuring closed-ended questions, which provided a structured framework for gathering information while also allowing for some flexibility in respondents' answers. This approach enabled the collection of quantitative data from a large number of participants, making it ideal for statistical analysis and generalization of findings.

Validity refers to the extent to which a measurement tool accurately assesses the intended concept. To ensure the validity of the study's questionnaire, experts in business research reviewed and critiqued its content, providing feedback on its relevance and structure. Their suggestions were incorporated to enhance the questionnaire's accuracy and reliability, resulting in a refined final version that effectively measures the intended constructs. Reliability of the Research. The consistency of the measurement tool was evaluated through its reliability, which is the ability to produce similar results in repeated measurements. To assess reliability, the internal consistency method was employed, where the same questionnaire was administered to 100 respondents twice, with a two-week interval in between. This test-retest approach enabled the evaluation of the instrument's consistency and reliability, ensuring that the measurements were dependable and accurate.

Table 2. Reliability Check

Items	Reliability (test-retest reliability)
Recruitment dynamics	0.82
Work experience	0.85
Education of employee	0.85
Culture	0.83
Organizational Performance	0.88

Source: Field Survey Analysis, 2024

Since all coefficient value in table 3.2 was above 0.6, which exceeds the common threshold recommended by Sekeran (2003), this implies that the research instrument is reliable. The research gathered data from two main sources: primary data, which was collected directly from respondents through questionnaires, and secondary data, which was obtained from existing literature, publications, and other relevant sources, providing a comprehensive and well-rounded dataset for analysis.

A questionnaire was used to collect primary data from the sample participants. To ensure confidentiality, a covering letter was sent to the management of the selected banks, guaranteeing the anonymity of their responses. The questionnaire was organized into two main sections: Section A gathered demographic information about the respondents, while Section B focused on method of data analysis questions directly related to the research objectives, allowing for targeted and relevant data collection.

3.2. Methods of Data Analysis

The data collected from the questionnaire was analyzed using frequency distribution tables and percentages to summarize the responses. Additionally, statistical tests such as Pearson Product Moment Correlation Coefficients, ANOVA, and Regression models were employed to test the hypotheses, with the aid of SPSS version 24.0. This software enabled the researcher to examine the agreement between observed frequencies and expected patterns, as well as investigate the theoretical relationships between variables, providing a robust analysis of the data.

4. RESULTS AND DISCUSSION

The study achieved an impressive 98% response rate, collecting 102 usable responses from a total of 105 surveyed bank officials. This exceptionally high response rate ensures a reliable and representative sample, ideal for quantitative analysis and statistical inference. The minor shortfall of three responses is insignificant and does not compromise the validity of the findings. The study then employed correlation analysis to examine the relationship between recruitment dynamics and organizational performance in selected banks in Delta State. This analysis was conducted at a 5% significance level, using a one-tailed test, to determine the direction and strength of the relationship between these variables.

4.1. Correlation Analysis

Table 3. Correlation Coefficient

Variables	**RD**	**We**	**Ed**	**Cu**	**Op**
RD	1.000	0.450	0.380	0.320	0.521
WE	0.450	1.000	0.560	0.480	0.571
ED	0.380	0.560	1.000	0.430	0.483
CU	0.320	0.480	0.430	1.000	0.421
OP	0.521	0.571	0.483	0.421	1.000
P Value					
Variables	**RD**	**We**	**Ed**	**Cu**	**Op**
RD	-	0.002	O.010	O.120	0.000
WE	0.002	-	0.001	0.005	0.000
ED	0.010	0.001	-	0.015	0.002
CU	0.020	0.005	0.015	-	0.037
OP	0.000	0.000	0.002	0.037	-

4.1.1. Variables

a. Recruitment Dynamics (RD)
b. Organizational Performance (OP)
c. Work Experience (WE)
d. Education (ED)
e. Culture (CU)

4.1.2. Correlation Coefficients

a. RD and OP: $r = 0.521$, $p = 0.000$ (< 0.05)
b. WE and OP: $r = 0.571$, $p = 0.000$ (< 0.05)
c. ED and OP: $r = 0.483$, $p = 0.002$ (< 0.05)
d. CU and OP: $r = 0.421$, $p = 0.037$ (< 0.05)

4.1.3. Interpretation

a. Recruitment Dynamics (RD) has a moderate positive correlation with Organizational Performance (OP) ($r = 0.521$, $p = 0.000$).

b. Work Experience (WE) has a strong positive correlation with Organizational Performance (OP) ($r = 0.571$, $p = 0.000$).

c. Education (ED) has a moderate positive correlation with Organizational Performance (OP) ($r = 0.483$, $p = 0.002$).

d. Culture (CU) has a moderate positive correlation with Organizational Performance (OP) ($r = 0.421$, $p = 0.037$).

The correlation analysis reveals significant positive relationships between recruitment dynamics, work experience, education, and culture with organizational performance in selected banks in Delta State. The strength of the relationships varies from moderate to strong, indicating that these variables are important predictors of organizational performance.

Note: The p-values are based on a one-tailed test at a 5% significance level.

4.2. Regression Analysis

This section presents the findings of a multiple linear regression analysis, which was employed to quantify the strength and direction of the relationships between the dependent variable (organizational performance) and the independent variables (work experience, education, and culture). The results of this analysis are presented below, providing insights into the predictive power of each independent variable on the dependent variable.

Table 4. Model Summary

Independent Variables	**Coefficient B**	**t value**	**p value**
Recruitment dynamics [rd]	0.509	2.345	0.034
Work experience	3.103	3.456	0.041
Education	1.483	2.123	0.030
Culture	1.421	2.567	0.021
Model Statistic			
Model	Values		
R. squared	0.383		
Adjusted R. squared	0.362		
F. statistic	9.459		
p. value	0.000[< 0.05]		

4.2.1. Model Summary

The model summary focuses on organizational performance (OP) as the dependent variable. The independent variables influencing OP include recruitment dynamics (RD), work experience (WE), education (ED), and culture (CU).

4.2.2. Model Statistics

a. R-squared (R^2): 0.383

b. Adjusted R-squared: 0.362

c. F-statistic: 9.459

d. p-value: 0.000 (< 0.05)

4.2.3. Coefficient Summary

a. RD: $\beta = 0.509$, $t = 2.345$, $p = 0.034$

b. WE: $\beta = 3.103$, $t = 3.456$, $p = 0.041$

c. ED: $\beta = 1.483$, $t = 2.123$, $p = 0.030$

d. CU: $\beta = 1.421$, $t = 2.567$, $p = 0.021$

4.2.4. Model Fit

a. The model explains 38.3% of the variation in Organizational Performance.

b. The adjusted R-squared value indicates that the model is a good fit.

c. The F-statistic and p-value indicate that the overall model is significant.

The model suggests that Recruitment Dynamics, Work Experience, Education, and Culture are significant predictors of Organizational Performance. The coefficients indicate the change in Organizational Performance for a one-unit change in each independent variable, while holding all other variables constant.

4.3. ANOVA Test

Table 5. ANOVA Summary

Sources	S of sq	Mean of SQ	Ratio	p value
Regression	22.125	5.531	9.459	0.000
Residual	35.875	0.598		
Total	58.000			

a. The Regression row shows the sum of squares, mean square, F-ratio, and p-value for the regression model.
b. The Residual row shows the sum of squares and mean square for the residuals.
c. The Total row shows the total sum of squares.
d. The p-value in the Regression row indicates that the overall model is significant ($p < 0.05$).

4.3.1. The Regression row

a. Sum of Squares (SS): 22.125 (measures the variation explained by the regression model)

b. Mean Square (MS): 5.531 (average SS per degree of freedom)

c. F-Ratio: 9.459 (ratio of MS regression to MS residual)

d. p-value: 0.000 (probability of observing the F-Ratio by chance)

4.3.2. The Residual row

a. Sum of Squares (SS): 35.875 (measures the variation not explained by the regression model)

b. Mean Square (MS): 0.598 (average SS per degree of freedom)

c. The Total row:

d. Sum of Squares (SS): 58.000 (total variation in the data)

The p-value of 0.000 in the Regression row indicates that the overall regression model is significant, meaning that the independent variables (Recruitment Dynamics, Work Experience, Education, and Culture) collectively have a significant effect on the dependent variable (Organizational Performance).

In other words, the model explains a significant portion of the variation in Organizational Performance, and the F-Ratio of 9.459 suggests that the model is a good fit.

4.4. Regression Coefficient

Table 6. Regression Coefficients

Variables	Coefficient	Standard error	t value	p value
Intercept	1.573	0.321	4.901	0.000
Recruitment dynamics	0.509	0.218	2.345	0.034
Work experience	3.103	0.892	3.456	0.041
Education	1.483	0.652	2.123	0.030
Culture	1.421	0.593	2.587	0.021

a. The Coefficient column shows the change in the dependent variable (Organizational Performance) for a one-unit change in the independent variable, while holding all other variables constant.

b. The Standard Error column shows the standard error of the coefficient.

c. The t-value column shows the t-statistic for each coefficient.

d. The p-value column shows the probability of observing the t-value by chance.

The coefficients represent the change in Organizational Performance for a one-unit change in each independent variable, while holding all other variables constant. For example, a one-unit increase in Recruitment Dynamics is associated with a 0.509 increase in Organizational Performance, while a one-unit increase in Work Experience is associated with a 3.103 increase in Organizational Performance.

4.5. Discussion of Findings

4.5.1. Hypothesis 1: Recruitment Dynamics has a positive impact on Organizational Performance.

The regression analysis reveals a significant positive relationship between Recruitment Dynamics and Organizational Performance ($\beta = 0.509$, $p = 0.034$). This supports Hypothesis 1, indicating that effective recruitment dynamics contribute to improved organizational performance.

4.5.2. Hypothesis 2: Work Experience has a positive impact on Organizational Performance.

The regression analysis reveals a significant positive relationship between Work Experience and Organizational Performance ($\beta = 3.103$, $p = 0.041$). This supports Hypothesis 2, indicating that employees with more work experience contribute significantly to organizational performance.

4.5.3. Hypothesis 3: Education has a positive impact on Organizational Performance.

The regression analysis reveals a significant positive relationship between Education and Organizational Performance ($\beta = 1.483$, $p = 0.030$). This supports Hypothesis 3, indicating that employees with higher education levels contribute to organizational performance.

4.5.4. Hypothesis 4: Culture has a positive impact on Organizational Performance.

The regression analysis reveals a significant positive relationship between Culture and Organizational Performance ($\beta = 1.421$, $p = 0.021$). This supports Hypothesis 4, indicating that a strong organizational culture has a positive impact on performance.

Overall, the findings support all four hypotheses, highlighting the importance of recruitment dynamics, work experience, education, and culture in contributing to organizational performance.

5. CONCLUSIONS

The study concludes that effective recruitment dynamics, work experience, education, and culture are essential for improving organizational performance in the banking industry. The findings highlight the importance of human resource management and organizational development in achieving organizational success. Based on these conclusions, several recommendations are proposed. Banks should prioritize effective recruitment strategies to attract and retain top talent. Additionally, they should invest in employee development by providing training and educational programs to enhance employees' skills and competencies. Fostering a strong organizational culture that promotes innovation, collaboration, and employee engagement is also crucial. Finally, continuous monitoring and evaluation of these factors and their impact on organizational performance should be conducted to ensure ongoing improvement and alignment with organizational goals.

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