

## MAXIMIZING EMPLOYEE RESOURCING FOR THE ACHIEVEMENT OF SUSTAINABLE COMPETITIVE ADVANTAGE

By

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### ABSTRACT

*This study was carried out to examine ways of maximizing employee resourcing for the achievement of sustainable competitive advantage using Guaranty Trust Bank Plc, in Nigeria as a case study. In order to achieve this, the researchers tested four hypotheses. Data were gathered from a sample size of 69 employees from the corporate headquarters of the bank. The data obtained were analyzed with regression and ANOVA test statistics using the Statistical Package for Social Sciences (SPSS) Version 16. The major findings reveal that all null hypotheses were rejected, indicating that manpower requirement contributes to the achievement of the corporate goals of the organization; that recruitment strategy has an influence on reputation management; that selection strategy has a significant effect on the operational efficiency of the organization; and that skill development has significance in the level of innovativeness of the organization. Overall from this research, it is evident that employee resourcing is important for the achievement of competitive advantage by any organization and it can be maximized to ensure the sustainability of the attained competitive advantage. Firms are therefore encouraged to maximize their employee resourcing strategies.*

**KEYWORDS:** Maximization, Employee resourcing, Sustainability, Competitive advantage.

### INTRODUCTION

Every organization has its basic resources and the most important of all resources which is relative to every organization is the human resource. The primary objective of the human resource is to achieve organizational goals and fast-track organizational performance (Adeniji and Osibanjo, 2012). This shows that people management is the basis for organizational growth, development, performance, as well as productivity. Effective people management is seen as more critical and essential than other policies such as quality, technology, competitive strategy, etc in terms of influence on the organizational performance (Patterson et al, 1998). In order for any organization to achieve organizational goals and objectives as well as survive the volatility of the business environment, it is essential for such an organization to possess a set of skilled and efficient employees. The process of selecting these skilled individuals and placing them in appropriate positions where they can perform their tasks and duties efficiently is a highly sensitive one that requires strategic thoughts and actions. This entire process is referred to as employee resourcing. Employee Resourcing involves 'the range of methods and approaches used by employers in resourcing their organizations in such a way as to enable them to meet their key goals' (Taylor, 1998). Employee Resourcing therefore involves staffing (recruitment, selection, placement, retention and dismissal), performance (ie appraisal and management of performance) administration (policy development, procedural development, documentation) and change management (the importance of the resourcing function as a change agent). These four major areas are covered by employee resourcing (Iles, 2011).

Employee resourcing is a strategic activity that is essential in every organization. It is an highly sensitive process that requires much thought, action and decision making as it has the capacity to enhance the growth of the organization as well as ensue the downfall of the organization. The outcome of employee resourcing largely depends on the varying methods and techniques used by managers for the resourcing of their organizations, and how efficiently these methods and techniques are carried out. Many organizations are

increasingly affected by the pace of change, impacting on employee attitudes and behavior towards work. The expectations of level of performance, the individual's employability potential and the varying aspirations of new entrants of the labour market, and the criteria of success applied to those engaged in employee resourcing. All of these imply that employee resourcing professionals must be conscious of the strategic direction of the organization. Studies have been carried out to determine the relationship between employee resourcing and organizational performance and growth. Most of these researchers have analyzed their collected data without statistically testing whether a relationship exists between both variables.

There is a notably direct relationship between the effectiveness of an organization's recruitment and selection process and its ability to hire and train competent individuals. Properly carried out recruitment and selection process provides the organization with greater chances of hiring the right people for the right job as well as points out individuals who will fit best into the organizational structure (Kermit Burley, 2010). Different articles have been published on the importance of the recruitment and selection process.

The selection strategy is a process that involves selecting the right candidate. It requires identifying skills, attributes, knowledge, talents sought after in an employee. The selection process covers the conducting of any necessary aptitude tests, background checks, in order to ensure that the employee meets the basic requirements and needs of the organization (Long 2013). Innovation also plays a vital role in the achievement of competitive advantage by any organization as it is the core method through which an organization continuously retains its customers and attracts potential customers. According to Cutler and Company (2008), innovation pre-eminently determines the prosperity of any business. Although there are many factors that can lead to increased productivity in an organization, innovation has a clear and direct relationship with the prosperity of the organization. Studies by Curtin, Stanwick and Beddie (2011), amongst other related suite of work have showed the innovation and skill nexus. However, this study will assess how skill development can improve the level of innovativeness in an organization.

### **Objectives of the study**

1. To examine the contribution of manpower requirement to the achievement of corporate goals.
2. To assess the influence of recruitment strategy on the reputation management.
3. To evaluate the effect of selection strategy on operational efficiency.
4. To determine how skill development affects innovativeness.

### **Significance of the study**

The significance of this study to the researcher is its examination of the ways and techniques by which employee resourcing in organizations can be improved and maximized for the purpose of organizational benefit or advantage and also, how the employee resourcing process essentially meets the tailored needs of the organization. The study will also enrich the existing body of knowledge in this area of research study and postulate relevant reference points for the benefit of future researchers. The management of the organization where this research study will be carried out, as well as managers generally, will be informed on how the application of appropriate strategies can be put in place for the benefit of the organization, in terms of improvement of corporate and organizational performance

## **CONCEPTUAL FRAMEWORK**

### **Employee Resourcing**

According to Pilbeam and Corbridge (2002), 'Employee resourcing is that part of personnel and development which focuses on the recruitment and release of individuals from organizations, as well as the management of their performance and potential while employed by the organization' However, Taylor (2002), argues that process of effective hiring and firing, attracting the most appropriate candidates, reducing staff turnover and

improving employee performance and efficiency are basic management functions. They are as salient and relevant for a small family enterprise as they are for a multi-national plc, as the success of the business largely depends on the competency, performance and efficiency of the employees. Therefore, Employee resourcing involves the “range of methods and approaches used by employers in resourcing their organizations in such a way that it enables them to attain their set goals” (Taylor 1998). The business environment is complex, volatile and evolving. Every organization relates and responds appropriately to the factors and issues arising from the environmental structure which affects the organization as a whole. The ever-changing structure of the environment poses a problem for employers and managers, the greatest challenge is the complex activity of meeting the staffing needs of the organization while taking into proper consideration, the strategic future needs of the organization. In Large companies or organizations, the burden of carrying out this challenge falls on the human resource department, while in small businesses and enterprises, it is the responsibility of the managers to appropriately handle the challenge.

Armstrong (2006), posits that the objective of human resource management resourcing is “To obtain the right material, in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training. The selection and recruitment of workers best suited for meeting the needs of the organization ought to form a core activity upon which most human resource management policies geared towards development and motivation could be built

### **COMPONENTS OF EMPLOYEE RESOURCING**

- Human resource planning: Which is often referred to as “workforce planning”, most especially, in the public sector. Human resource or workforce planning determines the human resource required by the organization in order for it to efficiently achieve its corporate goals (Bulla and scott 1994).
- Resourcing plans and motives: Essentially involves preparing plans for finding the right people from within the organization and/or for the purpose of learning and development programmes in order to provide people with the opportunity to learn new skills.
- Retention Strategy: involves making appropriate plans for retaining the people with the adequate skills and talent that the organization needs.
- Flexibility Strategy: Essentially for the purpose of obtaining an increase in the flexibility of the use of the human resource of the organization in order to ensure that the organization maximizes the strengths of the people and adjusts appropriately to the inevitable and changing circumstances
- Talent Management Strategy: Involves ensuring that the organization has the skilled and talented people it requires to provide for, as well as enable effective and efficient management succession, in order to meet both present and future business needs.

### **Competitive Advantage**

Proper employee resourcing can foster sustainable competitive advantage for the organization. New progressions and technological advancements in the employing resourcing process of the organization can be effortlessly imitated by competitors in the industry and lead to short-term competitive advantage. Consistent and sustainable competitive advantage is obtained through employee resourcing and efficient management of the talent possessed by the organization which is relayed in the manner through which the organization attracts, acquires, manage, develops retains as well as releases individuals that make up it's workforce. The workforce is the primary driver for development within an organization. The acquisition, cooperation and integration of talented employees in an organization largely depend on the essential resourcing capacity of the organization. Assets within the organization reflect skills that are extremely intense for a competitor to measure, analyze and imitate. According to Lawler (2008), the employees are the most important resource in an organization as it provides the organization with an enduring competitive edge.

## **THEORETICAL FRAMEWORK**

The content of these theories concentrate on both the organization and individual, their psychological factors and also the physical factors. It comprises of the Resource based theory, Decision theory, Configurational theory and Contingency theory.

### **Resource-Based Theory:**

The Resource based perspective highlights the organization's assets as the fundamental element in determining competitive advantage and performance. It grasps two theories in the proper breaking down of the main sources of competitive advantage. This model posits that organizations within an industry can be heterogeneous based on the measure of resources they can lay their hands on or manage. The uniqueness of a resource is seen as an essential element for a resource package to add to competitive advantage. The Resource based view is an approach to obtaining competitive advantage that first came to light after published works by researchers such as Wernerfelt, B, Prahalad and Hamel and Barney, J. The supporters of this view contend that organizations ought to scan within the organization to discover the sources of organizational competitive advantage as opposed to taking a gander at creating a focused environment for competition.

### **Decision theory**

The Decision theory posits that employee resourcing depends largely on the ability of the human resource to make choices amongst alternatives (potential candidates), relating to who can do the job most efficiently. The theory posits that it is imperative for the managers to consider the cost associated with recruiting each individual and analyze the individuals with lesser cost attached which will be of benefit to the organization as the main motive of the organization is to make profit (Baye, 1997).

### **Configurational Theory**

This model emphasizes on the external and internal fit of an organization. According to Richard and Thompson (1999). An organization that utilizes varying human resources practices is expected to reflect high levels of performance as long as it achieves great amounts of fit using its competitive processes. Therefore, focus is exerted on the importance of ensuring congruence between Strategic Human Resource management and competitive measures or techniques in order to ensure their interrelatedness such that they are able to supplement and support each other. The theory posits that the employee resourcing techniques of an organization should be carried out with regard to the current and futuristic level of performance of the organization. This is because employee performance directly affects organizational performance. Employee performance is however a combination of capacity and motivation. The methodology of organizational structure adds to the challenges of strategic human resource management in the process of integrating both vertical and flat fits through the efficient utilization of the Human resource practices. The efficient use of management practices and competency structures are normally embraced to accommodate rationality over a scope of Human Resource exercises. It is regarded as highly vital as it largely adds to the competitive advantage of an organization.

### **Contingency Theory**

With regard to the established fact that human resource management practices fluctuate significantly, the contingency theory extends a helpful method to help in the proper modeling and foreseeing top practice. Researchers on contingency have continuously argued that Human resource practices would yield more successful outcomes when they are properly integrated and incorporated with the link between an organization and its environmental context. Contingency theory is valuable to organizations in view of the potential for gaining from particular circumstances and utilizing these lessons to impact future management of the same or comparable circumstances. The capacity to adjust to external factors or pressures and changes is additionally favorable position, gives the organization an added advantage. Contingency Theory may likewise create all the more balanced and versatile leaders who can build up their aptitudes in various areas. The theory is a management hypothesis that proposes the most fitting style of management is reliant on the

setting of the circumstance and that receiving a solitary, unbending style is wasteful in the long haul. Contingency directors and managers commonly focus on both the circumstance and their own particular or individual styles and endeavor to guarantee both cooperate effectively in order to obtain tangible results. Contingency theory primarily focus on outcomes as well context of the situation (Thompson 1996).

## METHODOLOGY

For this particular study, the survey design was utilized. According to Asikia (2009), the extent of the suitability of this research design is justified by its ability to grant access to a large number of respondents in the population of the study. The research instrument was divided into three sections: Section A, B and C. Section A comprises of the bio data of the respondents, which is basically their personal information, age, gender, educational qualifications etc. Sections B and C, on the other hand, are made up of detailed questions specifically designed to draw up the individual views, opinions and perspectives of respondents on the entire employee resourcing processes utilized and its maximization by the management.

### Population/ Sample of the study

The population of the study was the banking staff of Guaranty Trust bank, Plc. Data were collected from the headquarters of the bank in Lagos. The staff strength at the headquarters is sixty nine(69); and this was taken to be the sample size since it is a manageable. The rationale to limit the study to the headquarters in Lagos was anchored on the fact that policies that affect the human resources of the organization are generated in the head office.

For this present research study, the Cronbach's alpha test was put to use. The alpha test associates each measurement item with every measurement item and derives the average. It is mostly used to test the reliability of a scale with multi items; where the coefficient is .75 or higher, it is regarded as acceptable. However, in most social science related research work, the reliability coefficient of the research instrument is .883. This is shown below

**Table 1.1**

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .743                   | 30         |

Source: Field Survey, 2017

### Interpretation

Table 1.1 shows the Cronbach alpha coefficient, which is used to describe the internal consistency of scales, obtained from the Likert scale. The higher the score, the more reliable the generated scale is. The reliability coefficient is 0.743; hence it is above 0.7. It can therefore be concluded that the internal consistency of the scales is good and the research instrument is reliable.

### Method of Data Analysis

The data obtained from the respondents will be properly analyzed and interpreted. This will be done with the use of descriptive and inferential statistical analyses, with the aid of the Statistical Package for Social Sciences (SPSS)

Version 20. The descriptive analysis will enable the researchers to determine the distribution of the frequency of the variables and their respective percentages.

## PRESENTATION OF DATA

**Table 4.1.1 Analysis of Response Rate**

Source: Field Survey, 2017

| Questionnaire            | Respondents | Percentage (%) |
|--------------------------|-------------|----------------|
| Returned                 | 60          | 75             |
| Not Returned             | 20          | 25             |
| <b>Total Distributed</b> | <b>80</b>   | <b>100</b>     |

The research questionnaire was randomly distributed to 69 respondents; out of which 60 was returned, representing 87% response rate.

**Research Objective 1: To examine the contribution of manpower requirement to the achievement of corporate goals.**

**Table 4.1.12 Management is adequately informed and proactive concerning issues related to manpower**

|                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Valid Undecided | 5         | 8.3     | 8.3           | 8.3                |
| Aaree           | 35        | 58.3    | 58.3          | 66.7               |
| Stronaly Aaree  | 20        | 33.3    | 33.3          | 100.0              |
| Total           | 60        | 100.0   | 100.0         |                    |

Source: Field Survey, 2017

## Interpretation

This implies that a majority of the respondents agree that the management of the organization is adequately informed and proactive concerning issues related to manpower.

**Research Objective 2: To assess the influence of recruitment strategy on the reputation management.**

**Table 4.1.15 Organization clearly defines the position objectives, requirements, and candidate specification in the process.**

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree       | 4         | 6.7     | 6.7           | 6.7                |
|       | Undecided      | 7         | 11.7    | 11.7          | 18.3               |
|       | Agree          | 33        | 55.0    | 55.0          | 73.3               |
|       | Strongly Agree | 16        | 26.7    | 26.7          | 100.0              |
|       | Total          | 60        | 100.0   | 100.0         |                    |

Source: Field Survey, 2017.

### Interpretation

This implies that a majority of the respondents agree that the organization clearly defines the position, objectives, requirements and candidate specification in the process which extends to the reputation management of the organization.

**Table 4.1.16 Organization finds good candidates using a variety of methods.**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 8         | 13.3    | 13.3          | 13.3               |
|       | Disagree          | 5         | 8.3     | 8.3           | 21.7               |
|       | Undecided         | 1         | 1.7     | 1.7           | 23.3               |
|       | Agree             | 28        | 46.7    | 46.7          | 70.0               |
|       | Strongly Agree    | 18        | 30.0    | 30.0          | 100.0              |
|       | Total             | 60        | 100.0   | 100.0         |                    |

Source: Field Survey, 2017

### Interpretation

This implies that a majority of the respondents agree that the organization finds good candidates using a variety of methods and is not restricted to a few which enhances its reputation management.

**Research Objective 3: To evaluate the effect of selection strategy on operational efficiency.**

**Table 4.1.19 Organizational selection procedure affects job performance.**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 1         | 1.7     | 1.7           | 1.7                |
|       | Disagree          | 1         | 1.7     | 1.7           | 3.3                |
|       | Undecided         | 9         | 15.0    | 15.0          | 18.3               |
|       | Agree             | 28        | 46.7    | 46.7          | 65.0               |
|       | Strongly Agree    | 21        | 35.0    | 35.0          | 100.0              |
|       | Total             | 60        | 100.0   | 100.0         |                    |

**Source: Field Survey, 2017**

**Interpretation**

This implies that a majority of the respondents agree that organizational selection procedure affects job performance.

**Table 4.1.22 Organization ensures that the selection procedure matches organizational needs.**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 3         | 5.0     | 5.0           | 5.0                |
|       | Disagree          | 1         | 1.7     | 1.7           | 6.7                |
|       | Undecided         | 7         | 11.7    | 11.7          | 18.3               |
|       | Agree             | 20        | 33.3    | 33.3          | 51.7               |
|       | Strongly Agree    | 29        | 48.3    | 48.3          | 100.0              |
|       | Total             | 60        | 100.0   | 100.0         |                    |

**Source: Field Survey, 2017.**

**Interpretation**

This implies that a majority of the respondents strongly agree that the organization ensures that the selection procedure matches the organizational needs. Thus, reflecting in the operational efficiency of the organization.

**Research Objective 4: To determine how skill development affects innovativeness****Table 4.1.24 Organization provides opportunities for career development.**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 3         | 5.0     | 5.0           | 5.0                |
| Disagree                | 1         | 1.7     | 1.7           | 6.7                |
| Undecided               | 5         | 8.3     | 8.3           | 15.0               |
| Agree                   | 35        | 58.3    | 58.3          | 73.3               |
| Strongly Agree          | 16        | 26.7    | 26.7          | 100.0              |
| Total                   | 60        | 100.0   | 100.0         |                    |

Source: Field Survey, 2017.

**Interpretation**

This implies that a majority of the respondents agree that the organization provides opportunities for career development which enhances the skill development of the employees.

**Table 4.1.27 Organization ensures job enrichment for talent engagement.**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 1         | 1.7     | 1.7           | 1.7                |
| Disagree                | 1         | 1.7     | 1.7           | 3.3                |
| Undecided               | 6         | 10.0    | 10.0          | 13.3               |
| Agree                   | 39        | 65.0    | 65.0          | 78.3               |
| Strongly Agree          | 13        | 21.7    | 21.7          | 100.0              |
| Total                   | 60        | 100.0   | 100.0         |                    |

Source: Field Survey, 2017.

**Interpretation**

This implies that a majority of the respondents agree that the organization ensures job enrichment for talent engagement which is reflected in the level of innovativeness of the organization.

**TEST OF HYPOTHESIS****Hypothesis 1:**

H0: Manpower requirement does not contribute to the achievement of corporate goals.

H1: Manpower requirement contributes to the achievement of corporate goals

| Model                 | Unstandardized Coefficients |            | Standardized Coefficients | T    | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|------|------|
|                       | B                           | Std. Error | Beta                      |      |      |
| 1 (Constant)          | .363                        | .752       |                           | .805 | .000 |
| Manpower Requirements | .465                        | .177       | .048                      | .368 | .001 |

a. Dependent Variable: CORPORATEGOALS

P<0.005

**Interpretation of Results**

Table 4.2.1 showed the extent to which the variance in the corporate goals can be indicated and explained in manpower requirements is 23.2% (R square= 0.232%). Manpower requirements contribute to the achievement of corporate goals.

**Hypothesis 2:**

H<sub>0</sub>: Recruitment strategy has no influence on reputation management.

H<sub>1</sub>: Recruitment strategy has an influence on reputation management.

**Table 4.2.6 Coefficients for hypothesis 2**

| Model                | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|----------------------|-----------------------------|------------|---------------------------|-------|------|
|                      | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)         | 3.679                       | .421       |                           | 8.747 | .000 |
| Recruitment Strategy | .103                        | .105       | .128                      | .980  | .001 |

| Model                | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|----------------------|-----------------------------|------------|---------------------------|-------|------|
|                      | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)         | 3.679                       | .421       |                           | 8.747 | .000 |
| Recruitment Strategy | .103                        | .105       | .128                      | .980  | .001 |
|                      |                             |            |                           |       |      |

a. Dependent Variable: Reputation Management  
 b. P<0.005

Source: Field Work, 2017

### Interpretation of Results.

Table 4.2.4 showed the rate to which the reputation management of the organization is explained by recruitment strategy is 16.1% i.e (R square= 0.161). Recruitment strategy has an influence on the reputation management of the organization.

#### Hypothesis 3:

H<sub>0</sub>: Selection strategy has no significant effect on the operational efficiency of the organization.

H<sub>1</sub>: Selection strategy has a significant effect on the operational efficiency of the organization.

**Table 4.2.8 Coefficients for hypothesis 3**

| Model              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------------|-----------------------------|------------|---------------------------|-------|------|
|                    | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)       | 3.146                       | .468       |                           | 6.717 | .000 |
| Selection Strategy | .228                        | .113       | .257                      | 2.025 | .001 |

a. Dependent Variable:  
OPERATIONALEFFICIENCY

b. P<0.005

Source: Field Work, 2017.

### Interpretation of Results

Table 4.2.6 showed the rate to which variance operational efficiency is explained by selection strategy is 16.6% i.e, (R square0.166). Selection strategy has a significant effect on the operational efficiency of the organization.

#### Hypothesis 4:

H<sub>0</sub>: Skill development has no significance in the level of innovativeness in the organization.

H<sub>1</sub>: Skill development has significance in the level of innovativeness of the organization

**Table 4.2.11 Coefficients for hypothesis 4**

| Model             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------|-----------------------------|------------|---------------------------|-------|------|
|                   | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)      | 3.287                       | .543       |                           | 6.053 | .000 |
| Skill Development | .195                        | .132       | .191                      | 1.482 | .001 |

a. Dependent Variable:  
**Organizational Innovativeness.**

b. P<0.005

Source: Field Work, 2017

## Interpretation of Results

Table 4.2.9 showed the degree to which the variance skill development has a significance on the innovativeness of the organization is 23.6% i.e (R square=0.236). The ANOVA table shows that Fcal is 2.197 at 0.001 significance level. Skill development has a significance in the level of innovativeness of the organization.

## SUMMARY OF FINDINGS

### Theoretical Findings

Employee resourcing is the aspect of personnel and development that focuses on the recruitment and release of individuals from organizations as well as the management of their performance and potential while being employed by the organizations (Pilbeam and Corbridge, 2002). Employee resourcing is also people resourcing as other people not classified as 'employees; also carry out work for the organization. Gaps in the organization can be filled internally or externally. The most efficient way however, to fill certain gaps in the organization is internal as these employees have prior and existing knowledge of the organization, how the business processes are put to work and the salient details of the purpose of the organization. This allows the employees to be easily incorporated into their new positions without affecting the pace of work (Taylor, 2002).

Employee resourcing essentially revolves around human resource flows that is the way and manner in which people enter into, move around or are placed in and exit or move out of the organization. Beyond recruitment and selection, skill development and the management of the actual performance of employees is a vital strategy for making a difference in an organization, it's workers, it's stakeholders and group of people within it, using planned and unplanned learning and practicality of the knowledge acquired in order to obtain, maintain and maximize a competitive edge for the organization (Davis, 2007).

### Empirical Findings

The summary of the empirical findings were based on the data gathered and the result obtained from the hypotheses formulated and tested.

- i. The first hypothesis (Manpower requirement contributes to the achievement of corporate goals). The null hypothesis was rejected while the alternative hypothesis was accepted because using the regression method, the level of significance obtained was less than 0.001. Thus, manpower requirement contributes to the achievement of corporate goals.
- ii. The second hypothesis (Recruitment strategy has an influence on reputation management). The null hypothesis was rejected and the alternative hypothesis was accepted because using the regression method, the level of significance obtained was less than 0.01, therefore recruitment has an influence on the reputation management of the organization.
- iii. The third hypothesis (Selection strategy has a significant effect on the operational efficiency of the organization). The null hypothesis was rejected and the alternative hypothesis was accepted because using the regression method, the level of significance obtained was less than 0.01. Therefore, selection strategy has a significant effect on the operational efficiency of the organization.
- iv. The fourth hypothesis (Skill development has a significance in the level of innovativeness of the organization). The null hypothesis was rejected and the alternative hypothesis was accepted because using the regression method, the significance level obtained was less than 0.01. Therefore, we conclude that skill development is essential in an organization and has significance in the level of innovativeness of the organization.

## **Conclusion**

This research has been able to show that employee resourcing is clearly related to organizational competitive advantage and can be maximized for the achievement of sustainable competitive advantage. Based on the findings from this study, it can be said that if efficiently sourced, harnessed and developed, employees are able to transform an organization. Also, on the basis of the study conducted, and the various insight obtained, in order for an organization to acquire competitive advantage over similar organizations within that industry and sustaining for a long period afterwards, core strategies for obtaining the right, talented and qualified people to carry out the tasks associated with the position they are filling in the organization should be in place

There is a significant link between selection and the operational efficiency of the organization due to the proven fact that if employees are placed in units or departments where they can adequately perform, it improves the productivity and the performance level of the organization. The continuous acquisition of knowledge by the employees and the development of their skills gives an evident boost to the level of innovativeness of the organization as the employees are continually enriched with contemporary knowledge in order to have the capacity to attend to the evolving tailored needs of their customer.

## **Recommendations**

From the findings of this research work, the following recommendations are made;

- i. For the attainment of competitive advantage, there should be core analysis of the gaps in the organization and the analysis of the individuals who can fill these gaps and adequately function when placed in the required positions.
- ii. It is also highly important for management to provide quick response or pay attention to employees in area where their career can be developed as these further shows the level of commitment the management gives to the career management of it's employees and boost satisfaction rate. This reflects in their attitude to work and loyalty to the organization.
- iii. The attainment of competitive advantage by an organization is beyond the product/output of the organization but largely depends on the efficient attraction, acquisition, retention and development of individuals in the organization. This is the most important aspect of gaining an edge over other competitors in the same industry.
- iv. The competitive advantage of an organization is not in it's highly distinguished products or output but in it's highly skilled and efficiently selected employees.

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