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IMAMMADU (IM) RECRUITMENT MODEL and CHIEF EXECUTIVE OFFICERS' PERFORMANCE IN SELECTED ORGANIZATIONS IN SOUTH- EASTNIGERIA.

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ABSTRACT

Imammadu (IM) is an Igbo word, meaning 'adequate knowledge of someone,' but connotes negative and positive schools of thought. The study examined the IM recruitment model and CEOs' performance in selected organizations in South-East Nigeria, to find the school of thought, CEOs belong to, using ex-post facto research design. Four research questions and four hypotheses guided the study. A multistage, purposive, accidental, and snowballing sampling technique was adopted to select 128 CEOs. Structured questionnaire and In-dept Interview Schedule served in data collection. Data were analyzed using means, standard deviation, and ANCOVA to test hypotheses. Interview data was qualitatively analyzed. Results show that CEOs who belong to the positive school of thought, perceive the model as; Very useful and cost-effective. They apply the model using snowballing and temporary appointments, pending normal interviews. IM model is very effective in promoting the Emotional Intelligence of CEOs. The greatest advantage is that it saves time and funds. The greatest disadvantages are that it presents CEOs as corrupt and biased and is exclusive- limiting the chances of many others. The study concludes that the model is very useful to CEOs' performance and recommends that it be encouraged in times of economic hardship, while CEOs should make it more inclusive.

Key Words; Imammadu (IM); Recruitment; Model; Chief Executive Officers (CEOs); Performance.

Background of the study:

Imammadu (IM) is an Igbo word, which means 'adequate knowledge of someone'. The concept of IM is portrayed by two schools of thought- the positive school of thought and the negative school of thought. The positive school of thought perceives IM as making good use of the person you know very well. It implies that the person is honest and trustworthy, such that you can assign important assignments or sensitive jobs to the person. The negative school of thought distinguishes IM as 'having a connection with someone influential or through influence'. To them, it connotes corruption and nepotism. In this case, the person may not be trustworthy or effective but depends solely on the 'power' or influence that connected him or her.

The recruitment of employees is usually one of the functions of the chief executive officers (CEOs) in organizations. Economists managers and entrepreneurs agree that the employees are the most important factor of production. This is because employees are indispensable resources that help in converting strategies into actionable goals (Jincheng and Shanshuiwenyuan 2020). Consequently, recruitment has become paramount in every organizational process as it ensures an adequate and reliable supply of qualified personnel for the achievement of organizational goals (Hamza, 2021). Due to the contemporary changes including globalization and massification as well as mobility in organizations, recruitment has become a significant issue for CEOs. That is probably why organizations pay much attention to selecting the right persons and utilizing their capacities to competitive advantage (Worku and Tariku, 2020). As simple as it may seem, hiring the appropriate persons for a job is not an easy task. Not only is it a costly venture, but it is also a difficult task. To advertise in a national daily newspaper costs much and it is expected that at least three national newspapers should be used for the advert. In a survey conducted at Harvard University, it was found that of 33,000 employers from 23 countries, 40% of them had problems in finding and hiring the desired talents (Manpower Inc. 2006). Also, 90% of 7000 managers indicated that talent acquisition and retention were becoming more difficult (Axelrod, Handfield-Jones, and Welsh 2001). This implies that talent is rare and valuable but difficult to imitate and substitute (Ployhart, 2006). So, the war on talent is very real and is currently raging among organizations.

In this study, recruitment means adequate selection and placement of employees appropriately for the achievement of organizational goals as well as the Vision and mission of the CEO. (Milos and Raihan 2013:1), Observed that 'organizations recruit using arbitrary procedures and criteria of their own that interest those involved in the process'. This implies that there may be various means or methods of recruitment depending on the organization. Many organizations especially government-owned ones and big conglomerates have specific criteria for recruitment. However, there are no clear and comprehensive guidelines that guide CEOs and HR officers in recruitment as recruitment procedures and/or criteria are not consistent among organizations as they 'change from time to time within institutions depending on the interest of individuals involved in the process; (Worku and Tariku 2020:1), so the search for the best recruitment model continues. This is the essence of this study. Despite the importance of recruitment in organizations there seems to be a dearth of studies in this area Nevertheless most studies happen to be from international sources leaving gaps in local and national fronts, but the main issue is that no one has carried out a study on the IM model of recruitment. This therefore happens to be the first of its kind in the search for the best recruitment model in organizations. This is a very important lacuna to be filled by this study.

Statement of the problem:

The CEO is the highest executive in a company. Dey, (2022) and [Adam](#) (2024), described the chief executive officer as the highest-ranking executive in a company. Usually, big companies have the chair and the board to whom the CEO reports but in smaller companies, the CEO may be the owner of the company or even the chairman of the board. The CEO is saddled with a lot of strategic responsibilities, which varies by company depending on its size, culture, and corporate structure, with the primary responsibilities being the chief financial officer (CFO) or the chief operating officer (COO) for small organizations, making major corporate decisions, driving the workforce and resources of a company toward strategic goals, and acting as the main point of communication between the [board of directors](#) and corporate operations ([Adam](#) 2024). These roles have been described as very high-level strategic decisions towards inspiring, cultivating, and motivating the management team for the overall growth and development of the company. These roles are pivotal in molding the corporate culture, directing expansion, and upholding the company's standing and performance (Jaggia & Thosar, 2021). Studies suggest that the CEO influences 45% of the companies' performances, which affects 15% of the variance in the profitability of the companies ([Adam](#) 2024). This suggests that CEOs need a special crop of employees to help in performing these strategic roles to achieve organizational goals. In other words, for the CEO to succeed there is a need for a special recruitment model that will ensure that the right type of personnel is engaged.

South-East Nigeria is made up of Igbo indigenes who have suffered from the devastating effects of the civil war in Nigeria. During the war, they lost almost everything, especially their businesses. Since the war, they have been striving to meet with their colleagues in other parts of the country. Consequently, they are always interested in any effort that can boost their businesses, including recruitment models that can ensure the selection of the type of employees that will assist CEOs in performing beyond expectation. Therefore, this study that explores the Imammadu (IM) recruitment model and CEOs' performance in selected organizations in South-East Nigeria, comes on mark. Precisely, the study is designed to achieve the following objectives:

1. Determine the CEO's perception of IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria.
2. Examine how the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria.
3. Ascertain the effectiveness of the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria.
4. Explore the advantages and disadvantages of the IMAMMADU (IM) employee recruitment model in organizations in SE Nigeria.

Research Questions: The following research questions guided the study;

1. How do the CEOs perceive IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria?
2. How do the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria?
3. How effective is the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria?
4. What are the advantages and disadvantages of the IMAMMADU (IM) employee recruitment model?

Hypotheses: The following hypotheses were tested at a 0.5 level of probability to guide the study.

HO₁: There is no significant difference among males, females, highly educated, and less educated CEOs regarding their perception of the IMAMMADU (IM) employee recruitment model in organizations in SE Nigeria.

HO₂: There is no significant difference among males, females, highly educated, and less educated CEOs regarding how they apply the IMAMMADU (IM) employee recruitment model in organizations in SE Nigeria.

HO₃: There is no significant difference among, males, females, highly educated, and less educated CEOs about the effectiveness of the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria.

HO₄: There is no significant difference among males, females, highly educated, and less educated CEOs regarding the advantages and disadvantages of the IMAMMADU (IM) employee recruitment model in organizations in SE Nigeria.

METHODOLOGY:

Design of the Study: This study adopted a descriptive non-experimental research design research design carried out ex-post facto or retrospectively, 'looking backward. The non-experimental, 'Ex post facto' research design implies 'after the fact' because according to (Nwankwo and Emunemu 2015:147),

Like all designs, non-experimental research design does not attempt to control or manipulate any variable. It is focused on one single event (i.e., a single case design) and the researcher's interest or objective is to investigate and report what has happened.

This design was deemed appropriate for this study as it investigated what had already occurred as it attempted to investigate the Imammadu (IM) recruitment model and CEOs' performance in selected organizations in the Southeast and simply reported what had already happened.

Area of the Study: The area of the Study is South-East Nigeria made up of Five states, Abia, Anambra, Ebonyi, Enugu, and Imo states. These are the core Igbo-speaking in Nigeria who are trying to gain a competitive advantage in their businesses after losing almost everything during the Nigerian Civil War years back. Igbos are well-known for their business acumen. Thus, the high performance of the CEO in the companies is a welcome idea as they need to perform better to meet up with or possibly surpass their business counterparts in other parts of Nigeria.

Population of the Study: The population consists of all registered companies in the SE of Nigeria that have operated for over five years. This is to ensure that the CEOs must have operated for over three years in the organization. This is because studies have shown that a CEO's performance can be observed only after three years of his recital (Dey, 2022). Earlier studies indicate that CEOs experience a significant increase in productivity after appointment, but this emerges gradually over time, taking three years for a new CEO to make a difference. Bandier, Prat, Hansen & Sadun. (2019).

Sample and Sampling Techniques: A multistage, purposive, accidental, and snowballing sampling technique was adopted in selecting the participants used for this study. Following Chiaha's (2023) determination of sample size from a given population, all five states in SE Nigeria were selected for the study. Secondly from the registered companies 340 CEOs were selected from the states. Thirdly, a purposive sample of the CEOs that have stayed in the organization for five years and above were selected, using accidental and snowballing sampling techniques. Finally, 128 CEOs were used for the study.

Instrument for Data Collection: Two instruments, a structured questionnaire titled 'Imammadu (IM) Employee Recruitment Model and Chief Executive Officers' Performance Questionnaire (IM-ERMCEO PQ) and an In-dept Interview Schedule titled, 'Imammadu (IM) Employee Recruitment Model and Chief Executive Officers' Performance Indebt (IM-ERMCEO PIS). The IM-ERMCEO PQ has two sections, A and B for collecting respondents' demographics and items for answering the research questions respectively. The 35-item Questionnaire items were structured on five clusters in line with the research questions and on a 4-point Likert-type rating scale of, Strongly Agree (SA); Agree (A); Disagree (D); and Strongly Disagree (SD), and Very Large Extent (VLE); Large Extent (LE); Small Extent (SE); and Very Small Extent (VSE), weighted 4, 3, 2 and 1 respectively. The IM-ERMCEO PIS) was constructed by the researchers in line with the three research questions.

The instruments were subjected to face validation by three experts, two in Business Management from the Learn to Live Business School and one in Measurement and Evaluation, from the University of Nigeria Nsukka. The three experts were requested to ascertain the appropriateness and clarity of the items of the instrument to ascertain if it would measure what it purported to measure. Their comments, suggestions, and observations were taken into consideration in the production of the final draft of the instruments. The instruments were trial tested using 20 CEOs from Benue state, which is outside the study area. The internal consistency of the instruments was computed using the Cronbach Alpha method that yielded 0.85 and 0.77 respectively for the two instruments. The instrument was therefore regarded as reliable enough for the study.

Method of Data Collection: The researchers, with three other well-instructed research assistants on methods of data collection, administered the instruments to the respondents, while the researchers alone conducted the interview with the CEOs at the same time. A 96% return rate was recorded.

Method of Data Analysis: The data generated for the study were analyzed using means and standard deviation to answer the research questions. A criterion mean score of 2.50 was employed to arrive at decisions on researching the questions. This implies that any means below 2.50 was taken to mean NOT Accepted, while any means of 2.50 and above were accepted for the same reason. For the Extent of effectiveness, the decision was reached following Real Limits of Numbers as follows; Means between **0.00 to 1.49** imply a **Very Large Extent (VLE)**; Means between **1.50 to 2.49** imply a **Large Extent (LE)**; Means between **2.50 to 3.49** implies **Small Extent (SE)**; and; Means between **3.50 to 4.00** implies **Very Small Extent (VSE)**

The hypotheses were tested using Analysis of Co-variance ANCOVA statistics at 0.05 level of probability. The significant level will be determined at a table value of 0.96. This implies that when the calculated value is below the table or critical value, it is declared *Not Significant*. Thus, the Null Hypotheses was *ACCEPTED*. On the other hand, when the calculated value is higher than the table or critical value, it was declared *Significant*, thus the Null Hypotheses were *NOT ACCEPTED*.

Scope of the Study: The geographical scope is limited to organizations that have operated for over five years in SE of Nigeria. Those below five years were delimited. The content scope was limited to the CEOs' perception of the IM employee recruitment model, in organizations in SE Nigeria; How the CEOs apply the IM employee recruitment model, in organizations in SE Nigeria; the Effectiveness of the IM employee recruitment model, in organizations in SE Nigeria and Advantages and Disadvantages of IM employee recruitment model in organizations in SE Nigeria.

Significance of the Study: The findings of this study will be of tremendous benefit to organizations, CEOs, employers, and the State and federal governments of Nigeria, especially those of SE Nigeria and researchers. To the organizations, especially those in SE Nigeria, this study will serve as an illuminative evaluation of the CEO's performance. In the war on talent, the various government, organizations, other employers, and their CEOs will become aware of the implications of the IM recruitment model in their organizations and how best to apply it. Likewise, it will provide researchers with relevant literature for studies of this nature. It is a stepping stone to the development of a theory of recruitment that will further help employers and employees, as well as business managers in promoting the CEOs' performance in organizations.

RESULTS AND FINDINGS:

Results: The analysis is based on 128 copies of the questionnaire successfully retrieved after completion out of 135 copies distributed. This represents a 94.81 percent return rate.

The study's results are presented below in Tables 1 to 8, based on the research questions and null hypotheses that guided the study.

Research Question 1: *How do the CEOs perceive IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?*

Table 1:
Mean Scores with Standard Deviations of Respondents on How CEOs Perceive IMAMMADU (IM) Employee Recruitment Model in Organizations in Nigeria.

S/N	How CEOs perceive IMAMMADU (IM) employee recruitment model:	Male CEOs		Female CEOs		Highly Educated		Less Educated		Overall		Decision
		N= 71sw		N= 57		N=87		N=41		N= 128		
		\bar{x}_1	SD ₁	\bar{x}_2	SD ₂	\bar{x}_1	SD ₂	\bar{x}_2	SD ₂	\bar{x}	SD _G	
1	IM implies selecting employees based on adequate knowledge of them.	3.36	0.83	3.23	0.81	3.22	0.85	3.32	0.80	3.28	0.79	Accept
2	IM implies selecting employees based on the gratifications and gifts they can give.	2.21	0.8	2.40	0.73	2.48	0.75	2.43	0.82	2.36	1.13	Not Accepted
3	IM implies selecting employees based on the relevant connections they have, that is, highly placed persons related to them.	2.44	1.10	2.47	1.16	2.44	1.22	2.40	1.09	2.44	1.05	Not Accepted
4	IM model is a very useful device for effective management in organizations.	2.54	1.04	2.51	1.06	2.51	1.15	2.60	1.00	2.54	1.18	Accept
5	Employees engaged based on the IM model are usually very loyal to the CEOs	2.63	1.23	2.50	1.11	2.63	1.18	2.55	1.19	2.58	1.10	Accept
6	Employees engaged based on the IM model are usually very trustworthy to the organization	2.53	1.13	2.55	1.08	2.54	1.09	2.60	1.11	2.56	1.14	Accept
7	Employees engaged based on the IM model are usually lazy and well-connected and will not be sanctioned by the CEOs	2.47	1.09	2.36	1.20	2.48	1.22	2.52	1.09	2.45	1.15	Not Accepted
8	IM implies selecting personnel well qualified and suitable for achieving organizational vision and mission	2.72	1.18	2.71	1.12	2.93	1.00	2.59	1.23	2.72	1.07	Accept
9	IM implies selecting the personnel that will assist	2.37	1.02	2.32	1.16	2.48	1.09	2.27	1.06	2.35	1.28	Not
10	the CEO in defrauding the organization. Very cost-effective mode of recruitment	2.83	1.32	3.84	1.76	3.88	1.79	3.82	1.66	3.61		Accepted

The result in **Table 1** shows that the overall mean scores of items 1, 4, 5, 6, 8, and 10 are for the male and female, highly educated and less educated CEOs are above 2.50 criterion mean, indicating that the respondents ACCEPT that the CEOs perceive IMAMMADU (IM) employee recruitment model in organizations in Nigeria as, *Selecting employees based on adequate knowledge of them (x=3.28)*; *A very useful device for effective management in organizations (x=2.54)*, *Employees that are usually very loyal to the CEOs(x=2.58)*, *Employees usually very trustworthy to the organization(x=2.56)*, *Selecting personnel well qualified and suitable for achieving the organizational vision and mission (x=2.72)*, *Very cost-effective mode of recruitment (x=3.88)*.

Hypothesis 1: *There is no significant difference between, male and female, highly educated and less educated CEOs about their perception of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.*

Table 2:

Analysis of Covariance (ANCOVA) on the significant difference among male and female, highly educated and less educated CEOs with regards to their perception of the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Dec
Corrected Model	2.883^a	2	1.441	2.526	0.084	
Intercept	680.199	1	680.199	1192.199	2.526	0.084
Gender * Education	2.883	2	1.441			NS
Error	71.318	125	0.571			
Total	782.543	128				
Corrected Total	74.200	127				

a. R Squared = .039 (Adjusted R Squared = .023)

Table 2 shows that the F value of 2.526 was obtained with a 0.084 level of significance against a

S/N	How CEOs apply the IMAMMADU (IM) employee recruitment model include:	Male		Female		H/ Edu		Less Edu		Overall		Decision
		x ₁	SD ₁	x ₂	SD ₂	x ₁	SD ₁	x ₂	SD ₂	x	SD	
	Employees engaged based on the IM model usually serve only the CEOs	2.21	1.10	2.91	1.09	2.52	1.22	2.70	1.09	2.63	1.14	Accept
12	CEOs source for adequate persons from relatives, friends, and colleagues for engagement based on the IM model.	2.54	1.20	2.58	1.07	2.52	1.01	2.59	1.19	2.56	1.12	Accept
13	CEOs source for employees through widely advertised jobs and formal interviews where they recruit qualified persons well known to them.	2.57	1.14	2.35	1.04	2.48	1.09	2.41	1.09	2.44	1.08	Not Accepted
14	CEOs use the "Snowballing" technique to source for persons well known. ("Snowballing" – Using someone who knows someone, that knows someone)	2.25	1.04	2.37	1.16	2.11	0.93	2.45	1.19	2.32	1.11	Not Accepted
15	Employees engaged based on the IM model are placed to serve anywhere in the organization.	2.39	1.23	2.23	1.13	2.44	1.19	2.20	1.15	2.30	1.16	Not Accepted
16	Favoritism, selection bias, and discrimination practices becloud IM employee recruitment model	2.79	1.03	2.65	1.09	2.81	0.96	2.64	1.12	2.70	1.06	Accept
17	IM employee recruitment model encourages 'godfatherism' or corruption.	2.70	1.19	2.54	1.00	2.78	1.12	2.55	1.11	2.63	1.11	Accept
18	Personnel engaged based on the IM model are NOT worthy of the job.	2.50	1.09	2.39	1.13	2.59	1.12	2.44	1.11	2.52	1.12	Not Accepted
19	Personnel engaged based on the IM model are usually assets to the COEs and organization.	2.63	1.11	2.43	1.17	2.67	1.24	2.45	1.07	2.55	1.13	Accept
	Cluster Mean/ SD	2.52	1.26	2.49	1.10	2.55	1.10	2.50	1.24	2.52	1.11	Accept

0.05 level of significance set for the study. However, the F value of 2.526 is thus, not significant at 0.084 significance level, which is greater than 0.05 level of significance set for the study. Therefore, the null hypothesis is not significant and by extension ACCEPTED as stated. This implies that there is no significant difference between, male and female, highly educated and less educated CEOs about their perception of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.

Research Question 2: *How do the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?*

Table 3:
Mean Scores with Standard Deviations of Respondents on how CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.

N=71 N=57 N=87 N=41 N=128

The result of data analysis, as presented in **Table 3**, shows that the overall mean scores of 2.63, 2.56, 2.70, 2.63, 2.52, and 2.55 obtained for the male and female, highly educated and less educated CEOs on items number 10, 11, 15, 16, 17 and 18 are above the 2.50 criterion mean, indicating that the respondents Accept that the CEOs apply IM recruitment model in organizations in the following ways; To serve only the CEOs; They becloud the IM recruitment model with Favoritism, selection bias, and discrimination practices; They encourage 'god-fatherism' or corruption. Personnel engaged based on the IM model are usually assets to the COEs and organization. The cluster mean of 2.52 obtained for all the items shows that the cluster standard deviation of 1.11 indicates that the respondent's opinion of the items is homogeneous.

Hypothesis 2: *There is no significant difference between male and female, highly educated and less educated CEOs with regard to how they apply the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.*

Table 4 shows that the F value of 0.128 was obtained with a 0.880 level of significance against the 0.05 level of significance set for the study. However, the F value of 0.128 is thus, not significant at 0.880 significance level, which is greater than 0.05 level of significance set for the study. Therefore, the null hypothesis is statistically insignificant and by extension not rejected for these items under test. By implication, there is no significant difference between, male and female, highly educated and less educated CEOs concerning how the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.

Table 4:

Analysis of Covariance on the Significant Difference between Male and Female, Highly Educated and Less educated CEOs concerning how the CEOs apply the IMAMMADU (IM)Employee Recruitment Model in Organizations in Nigeria.

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Dec
Corrected Model	.144a	2	0.072	0.128	0.880	
Intercept	655.465	1	655.465	1158.765	0.000	
Gender * Education	0.144	2	0.072	0.128	0.880	NS
Error	70.707	125	0.566			
Total	767.222	128				
Corrected Total	70.852	127				
a. R Squared = .002 (Adjusted R Squared = -.014)						

Research Question 3: *How effective is the IMEmployee recruitment model, in organizations in Nigeria*

In **Table 5** above, the overall mean scores obtained for the male and female, highly educated and less educated CEOs on items 19, 20, 21, and 22 are 3.08, 2.51, 2.91, and 2.99. These depict that the respondents perceive the IM recruitment model as very effective in organizations in Nigeria. This is evident as the mean score on all the items is 2.87. The relatively low cluster standard deviation of 0.94 depicts that the disparity in the opinion of respondents is close.

Table 5:
Mean Scores with Standard Deviations of Respondents on how Effective the IMAMMADU (IM)employee recruitment model, in organizations in Nigeria is.

S/N	How effective IMAMMADU (IM) employee recruitment model includes:	Male CEOs N= 71		Male CEOs N= 57		Highly Educate d N=87		Less Educate d N=41		Overall Decisio n N= 128		n
		\bar{x}_1	SD	\bar{x}_2	SD ₂	\bar{x}_1	SD	\bar{x}_2	SD ₂	\bar{x}	SD _G	
20	IM model of employee recruitment is very effective for evaluating the performance of CEOs	3.35	1.05	3.05	1.03	3.48	1.02	2.89	1.09	3.08	0.93	V/Large Extent
21	Employees engaged based on the IM model take advantage of access to the organization to commit a crime	2.63	0.66	2.53	0.89	2.73	0.99	2.49	1.05	2.51	0.77	Large Extent
22	Employees engaged based on the IM model are placed to serve anywhere in the organization.	2.92	1.06	2.91	1.09	3.00	0.87	2.79	1.07	2.91	1.03	Large Extent
23	Employees engaged based on the IM model help the CEOs ensure accountability and transparency	2.53	1.07	2.84	1.07	3.09	0.93	3.21	1.00	2.99	1.02	Large Extent
24	IM model of employee recruitment is very cost-effective	2.58	1.08	3.81	1.57	3.90	1.63	3.56	1.07	2.99	1.34	Large Extent
Cluster Mean/ SD		2.86	0.96	2.83	1.02	3.08	0.95	2.85	1.06	2.87	0.94	Large Extent

Hypothesis 3: *There is no significant difference between male and female, highly educated and less educated CEOs with regard to the effectiveness of the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.*

Table 6:

Analysis of Covariance on the Significant Difference between Male and Female, Highly Educated and Less educated CEOs about the Effectiveness of the IMAMMADU (IM) Employee Recruitment Model in Organizations in Nigeria.

Source	Type III Sum of Sqs	Df	Mean Square	F	Sig.	Dec
Corrected Model	.544 ^a	2	0.272	0.434	0.649	
Intercept	740.096	1	740.096	1180.102	0.000	
Gender * Education	0.544	2	0.272	0.434	0.649	NS
Error	78.393	125	0.627			
Total	880.188	128				
Corrected Total	78.937	127				
a. R Squared = .007 (Adjusted R Squared = -.009)						

In **Table 6**, the F value of 0.434 was obtained with a 0.649 level of significance against the 0.05 level of significance set for the study. Hence, the F value of 0.434 is thus, not significant at the 0.649 level of significance, which is greater than the 0.05 level of significance set for the study. As a result, the null hypothesis is insignificant and thus, not rejected for the said items. This invariably means that there is no significant difference between, male and female, highly educated and less educated CEOs about the effectiveness of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.

Research Question 4: *What are the advantages and disadvantages of the IM employee recruitment model?*

The result of data analysis, as presented in **Table 7**, shows that the overall mean scores obtained for the male and female, highly educated and less educated CEOs regarding the advantages of IMAMMADU (IM) employee recruitment model on items number 23, 25, 26 and 27 are 3.08, 2.72, 2.59 and 2.53, indicating that the respondents agree that itemized are the advantages of IMAMMADU (IM) employee recruitment model; while item number 24 with mean score of 2.27 denotes that the respondents disagree with the item under discussion. Similarly, the **Table** also shows that mean scores of 2.72, 2.59, 2.53, and 2.62 are obtained for the male and female, highly educated and less educated CEOs regarding the disadvantages of IMAMMADU (IM) employee recruitment model on items number 29, 30, 31 and 32; while item number 28 with a mean score of 2.27 indicates that the respondents disagree with the said item. However, the cluster mean of 2.52 obtained for all the items denotes that the respondents agree with the listed advantages and disadvantages of the IMAMMADU (IM) employee recruitment model. Hence, the standard deviation 1.00 shows homogeneity in the respondents' opinions.

Table 7:
Mean Scores and Standard Deviations on the Advantages and Disadvantages of IM Employee Recruitment Model.

S/N	Advantages and disadvantages of the IMAMMADU (IM) employee recruitment model include:	Male CEOs N= 71		Male CEO s N= 57		Highly Educate d N=87		Less Educate d N=41		Overall N= 128		Decision
		\bar{x}_1	SD ₁	\bar{x}_2	SD ₂	\bar{x}_1	SD ₂	\bar{x}_2	SD ₂	\bar{x}	SD _G	
Advantages of IMAMMADU (IM) employee recruitment model												
25	Employees engaged based on the IM model are usually very helpful to other employees.	3.46	0.91	2.69	1.09	2.83	1.0	2.95	1.03	3.08	0.91	Accepted
26	Employees engaged based on the IM model are NOT usually very productive to the organization	2.40	0.97	2.39	1.03	2.28	1.0	2.26	1.02	2.27	1.01	Not Accepted
27	Personnel engaged based on the IM model promote good relationships with external constituencies	2.87	0.89	2.49	1.02	2.91	1.0	2.69	1.10	2.72	1.09	Accepted
28	IM model of employee recruitment is very effective in promoting the Emotional Intelligence of the CEOs.	2.74	1.02	2.97	1.09	2.83	0.9	2.13	0.97	2.59	1.04	Accepted
29	Personnel engaged based on the IM model use their access to the CEOs to improve the organization's competitive advantage.	2.55	0.98	2.75	0.91	2.99	1.0	2.23	0.78	2.53	0.95	Accepted
30	IM model of recruitment is the most economical way to seek a qualified candidate	3.85	1.78	3.78	1.94	3.66	1.1	3.89	1.83	3.77	1.65	Accepted
Disadvantages of the IMAMMADU (IM) employee recruitment model												
31	Personnel engaged based on the IM model are usually very arrogant to other employees in the organization	2.28	1.01	2.26	1.02	2.40	0.97	2.39	1.0	2.27	1.01	Disagree
32	Personnel engaged based on the IM model usually constitute risks and threats to the CEOs, as they may know too much of the CEOs' secrets.	2.91	1.07	2.69	1.10	2.87	0.89	2.49	1.0	2.72	1.09	Accepted
33	IM employee recruitment model presents the CEO as CORRUPT and BIAS	2.74	1.02	2.97	1.09	2.83	0.96	2.13	0.9	2.59	1.04	Accepted
34	IM employee recruitment model limits the chances of qualified persons who are not well-known or well-connected in getting jobs.	2.55	0.98	2.75	0.91	2.98	1.01	2.39	0.7	2.53	0.95	Accepted
35	The IM employee recruitment model promotes jealousy in organizations, as	2.68	0.94	2.52	0.83	2.84	1.10	2.67	1.0	2.62	0.89	Accepted

Hypothesis 4

There is no significant difference between male and female, highly educated, and less educated CEOs with regard to the advantages and disadvantages of the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

Table 8:

Analysis of Covariance on the Significant Difference between, Male and Female, Highly Educated and Less Educated CEOs about the Advantages and Disadvantages of IMAMMADU (IM) Employee Recruitment Model in Organizations in Nigeria.

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Dec
Corrected Model	.434 ^a	2	0.217	0.494	0.612	
Intercept	655.183	1	655.183	1491.668	0.000	
Gender * Education	0.434	2	0.217	0.494	0.612	NS
Error	54.904	125	0.439			
Total	765.040	128				
Corrected Total	55.337	127				
a. R Squared = .008 (Adjusted R Squared = -.008)						

In **Table 8**, the F value of 0.494 was obtained with a 0.612 level of significance against the 0.05 level of significance set for the study. Hence, the F value of 0.494 is thus, not significant at the 0.612 level of significance, which is greater than the 0.05 level of significance set for the study. As a result, the null hypothesis is insignificant and thus, not rejected for the said items. This invariably means that there is no significant difference between, male and female, highly educated and less educated CEOs about the advantages and disadvantages of IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

Results from the Interview Schedule: The responses of the 37 CEOs interviewed were recorded with their permission. The questions were based on the research questions.

Research Question 1: *How do the CEOs perceive IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?*

Many CEOs have a positive view of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria. They believe that it is the best way of selecting the best person or the job in that it is quite economical and effective. 92% of them admitted they use it often to fill special and immediate vacancies. They pointed out that even in government establishments temporary appointments are made to fill various vacant positions, pending normal procedure oral appointments. They believe it is a normal process that has come to stay though no particular name has been assigned to it till now. In addition, 77% of the CEOs interviewed indicated that they have personally benefited from the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria in the course of their career development.

Research Question 2: *How do the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?*

The CEOs interviewed indicated that the application of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria is simple, less cumbersome, and very easy. Many CEOs prefer this model if not for 'democracy, public opinion and government policies' that require advertisements and other procedures before recruiting employees. According to 76% of those interviewed, they apply snowballing when they don't have anyone in mind. Snowballing is a system where you ask someone you know, who knows someone, to recommend someone for you. Usually, they are placed in the section where they are needed, with or without a formal interview. In government establishments, they are placed under temporary appointments and paid salaries pending a formal interview.

Research Question 3: *How effective is the IM employee recruitment model, in organizations in Nigeria*

On the effectiveness, all the CEOs indicated that it is very effective and very economical. It saves the organization a lot of funds that could have been used for newspaper adverts and hosting panel members. Many CEOs indicated that a lot of time and money is usually spent on recruitment, which includes transportation, feeding, accommodation, and sitting and other allowances for the interview panels, which at times spend days recruiting one or two persons. They pointed out that normal recruitment involves, long listing and shortlisting the candidates, studying their curriculum vitae and other references, which takes time. Sometimes experts are hired to do that or the whole recruitment exercise is contracted out to Human Resource (HR) experts. All these they noted can be avoided with the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.

Research Question 4: *What are the advantages and disadvantages of the IM employee recruitment model?*

On the advantages of the IM employee recruitment model, all (100%) CEOs interviewed were convinced that the highest advantage lies in its cost-effectiveness, in a country where funds are hard to come by, managers must do all they can to be prudent. Another advantage accepted by most CEOs is that the employees engaged through this process are usually trustworthy, helpful, and assets to the organization. Another issue agreed upon by 75% of the participants is that they are usually 'good for the job'.

- On the disadvantages, all the CEOs noted that the greatest disadvantage of the IM employee recruitment model is that this model is not inclusive, that is all candidates are not given the same opportunity to apply. One of the CEOs observed that 'there may be someone there who is even better, but for the fact that no one knows him or her, this person is excluded'. Another disadvantage accepted by most CEOs is that it portrays the COEs as corrupt and partial. However, no matter the disadvantages most CEOs agreed that this 'model should be adopted in organizations in Nigeria, especially, during these hard times.'

Major Findings of the Study: Based on the analysis of data collected, the following findings were made;

1. CEOs perceive the IM recruitment model in organizations in Nigeria as a recruitment process;
 - Based on adequate knowledge of the personnel concerned.
 - Based on the personnel that can do the job adequately well.
 - Very useful for effective management in organizations.
 - For engaging well-qualified and suitable persons for achieving organizational vision and mission, among others.
 - Engaging employees is usually very trustworthy to the organization.
 - Very cost-effective mode of recruitment.
 - The best way of selecting the best personnel for the job is in that it is quite economical and effective.
 - A very simple, less cumbersome, and very easy method of recruiting the right employees

The null hypothesis tested found no significant difference between male and female, highly educated and less educated CEOs regarding their perception of the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

2. CEOs apply the IM recruitment model in organizations in the following ways;
 - The CEOs use snowballing to get the right persons for the jobs.
 - The candidates are given temporary appointments pending normal interviews.
 - To serve only the CEOs;
 - They becloud the IM recruitment model with favoritism, selection bias, and discrimination practices;
 - They encourage 'god-fatherism' or corruption.
 - Engaged personnel are usually assets to the COEs and organization.

Hypothetically, there is no significant difference between male and female, highly educated and less educated CEOs regarding how they apply the IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

3. IM employee recruitment model is effective in organizations in Nigeria to a **LARGE EXTENT (x=2.87)**. Evident from the hypothesis, no significant difference was found to exist between, male and female, highly educated and less educated CEOs with regards to the effectiveness of the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria.
4. The advantages of the IMAMMADU (IM) employee recruitment model are;
 - Employees engaged based on the IM model are usually very helpful to other employees
 - Personnel engaged based on the IM model promote good relationships with external constituencies

- IM model of employee recruitment is very effective in promoting the Emotional Intelligence of CEOs.
- Personnel engaged based on the IM model promote good relationships with external constituencies.
- Personnel engaged based on the IM model use their access to the CEOs to improve the organization's **competitive advantages**.
- The IM recruitment model is the most economical way to seek a qualified candidate.
- It saves time and funds.

Disadvantages of the IMAMMADU (IM) employee recruitment model are;

- Personnel engaged based on the IM model are usually very arrogant to other employees in the organization
- Personnel engaged based on the IM model usually constitute risks and threats to the CEOs, as they may know too much of their secrets.
- IM employee recruitment model presents the CEO as corrupt and biased.
- IM employee recruitment model limits the chances of qualified persons who are not well-known or well-connected in getting jobs.
- IM employee recruitment model promotes jealousy in organizations as others tend to be envious of those recruited under the IM model.
- It is exclusive.

There is no significant difference between, male and female, highly educated and less educated CEOs with regards to the advantages and disadvantages of IMAMMADU (IM) employee recruitment model in organizations in Nigeria.

DISCUSSIONS: The discussions were done in line with the objectives that guide the study.

How the CEOs perceive IMAMMADU (IM) employee recruitment model, in organizations:

The CEOs perceive the IM employee recruitment model in different ways - as a simple, less cumbersome, and easy method of recruiting the right employees, through adequate knowledge of the person concerned, engaging persons that can do the job adequately well, effectively management process, engaging well qualified and suitable persons for achieving organizational vision and mission and engaging employees usually very trustworthy to the organization. This implies that they have a positive perception of the model, unlike some people that feel the model is beclouded with fraudulent practices, the CEOs perceive it as the 'best recruitment model from Nigeria'. It is not surprising that CEOs have a positive attitude towards this novel model often employed by CEOs when in search of someone for a specialized skill for a special job. This finding is in line with that of Abbas, Sayed, and Haji-Othman (2021), who observed that, due to COVID-19 many organizations have devised different means of selecting employees.

How CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria.

The CEOs apply the IM employee recruitment models in several ways, including posting such employees to serve only the CEOs and as assets to the CEOs and organizations. However, respondents believe that the model is beclouded with favoritism, selection bias, and discrimination practices, which is very common with this model, and can be open to abuse in the hands of corrupt CEOs making the model appear to encourage 'godfatherism' or corruption; consequently, one has to be careful in the application of this model. The finding supports Dey (2022) and Ogunsola, Arikewuyo, Odunayo, and Okwegbe (2023), that the employee recruitment process is a measure of organizational performance.

How effective the IMAMMADU (IM) employee recruitment model, in organizations in SE Nigeria is.

The effectiveness of the IMAMMADU (IM) employee recruitment model, in organizations is very obvious with the CEOs indicating that it is effective to a large extent. This is not surprising as the CEOs concerned have adequate knowledge of the personnel in question and should ensure that the employee can do the job well, be very useful for effective management in the organization, and be well qualified and suitable for achieving organizational vision and mission, among others. Usually, the CEOs go for someone they know who is trustworthy to the organization. This is probably why they serve as Personal Assistants (PAs) and Special Advisers (SAs) to the CEOs. There is therefore no doubt that they help in the effective and efficient performance of the CEO as observed by Ogunsola, Arikewuyo, Odunayo, and Okwegbe (2023). The Federal Ministry of Education (FME) seems to realize the need for this model when it states in FME (2023) Chapter two, 2.2 and 2.3 page 12 of the Enabling Laws to 2. 3 Detailed Legal Provisions of the Reviewed guidelines for the appointment of Principal Officers, (b) states that, where a vacancy occurs in the post of a Principal Officer, advertisements would be placed in a reputable journal or a widely read newspaper (in universities and two in other tertiary institutions) in Nigeria, constitute a Search Team to identify and nominate for consideration, suitable persons who are not likely to apply on their own volition because they feel that 'it is not proper to do so. In so doing, this paper assumes that the FME is applying the IM recruitment model in this regard. This finding, therefore, agrees with Dey, (2022); Hamza, Othman, Gardi, Sorguli, Aziz, Ahmed, Sabir, Burhan, Ali, and Anwar (2021), and Ogunsola, Arikewuyo, Odunayo, and Okwegbe (2023) employing the most cost-effective method of recruitment, especially during economic periods of economic depressions and hardships.

Advantages and disadvantages of IMAMMADU (IM) employee recruitment model.

The study observed that the model has several advantages and disadvantages, one of its greatest advantages is its cost-effectiveness. In a system bedeviled with many problems, it is essential to be very prudent which this model provides, another advantage is the ability to source the right candidate. It is interesting to recognize that this model is practiced in government establishments, as temporary appointments or whatever the name it is called, due to its benefits. The Federal Ministry of Education (2023) Reviewed guidelines/handbook for the ministry's representatives on the governing councils of federal tertiary institutions.

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Appendix I: Imammadu (IM) Employee Recruitment Model And Chief Executive Officers' Performance Questionnaire' (IM-ERMCE,

Dear Respondents,

We are from the LLBS, and we are carrying out a study on the 'Imammadu (IM) Employee Recruitment Model and Chief Executive Officers' Performance'. The purpose of this letter is to solicit your assistance as an expert in validating this instrument, (IM-ERMCEoPQ). As you kindly complete this questionnaire, note that it has no implications whatsoever as it will be used for research purposes only. Your responses will be handled confidentially. There is no wrong or right answer, just give your candid opinion on the items.

Thank you very much
Drs. Nelson, K. et al.
 Sept. 2024

SECTION I: RESPONDENTS' DEMOGRAPHIC INFORMATION

Please tick the box appropriate to your level of Agreement.

S/N	ITEMS	S	A	D	SI
Cluster A:	How CEOs perceive IMAMMADU (IM) employee recruitment model				
1.	IM implies selecting employees based on adequate knowledge of them.				
2.	IM implies selecting employees based on the gratifications and gifts they can give.				
3.	IM implies selecting employees based on the relevant connections they have, that is, highly placed persons related to them.				
4.	IM model is a very useful device for effective management in organizations.				
5.	Employees engaged based on the IM model are usually very loyal to the CEOs				
6.	Employees engaged based on the IM model are usually very trustworthy to the organization.				
7.	Employees engaged based on the IM model are usually lazy as they know that they are well connected and will not be sanctioned by the CEOs				
8.	IM implies selecting personnel who are well qualified and suitable for achieving the organization's vision and mission.				
9.	IM implies selecting the personnel that will assist the CEO in defrauding the organization.				
10.	Others- Specify.....				
Cluster B:	How CEOs apply the IMAMMADU (IM) employee recruitment model				
11.	Employees engaged based on the IM model usually serve on the CEOs				
12.	CEOs source for adequate persons from relatives, friends, and colleagues for engagement based on the IM model.				
13.	CEOs source for employees through widely advertised jobs and formal interviews where they recruit qualified persons well known to them.				
14.				
15.	Employees engaged based on the IM model are placed to serve anywhere in the organization.				
16.	Favoritism, selection bias, and discrimination practices becloud the application of the employee recruitment model.				
17.	IM employee recruitment model encourages godfatherism or corruption.				
18.	Personnel engaged based on the IM model are NOT worthy of the job.				
19.	Personnel engaged based on the IM model are usually assets to the COEs and organization.				
20.	Others- Specify.....				
Cluster C:	Effectiveness of the IMAMMADU (IM) employee recruitment model				
21.	IM model of employee recruitment is very effective for evaluating the performance of CEOs				
22.	Employees engaged based on the IM model take advantage of access to the organization to commit crime.				
23.	Employees engaged based on the IM model are placed to serve anywhere in the organization.				
24.	Employees engaged based on the IM model help the CEOs ensure accountability and transparency.				
25.	Others- Specify.....				
Cluster D:	Advantages of IMAMMADU (IM) employee recruitment model				
26.	Employees engaged based on the IM model are usually very helpful to other employees.				
27.	Employees engaged based on the IM model are usually very productive to the organization.				
28.	Personnel engaged based on the IM model promote good relationships with external constituencies.				
29.	IM model of employee recruitment is very effective in evaluating the Emotional Intelligence of the CEOs.				
30.	Personnel engaged based on the IM model take advantage of access to the CEOs to improve the organization's competitive advantage.				
31.	Others- Specify.....				
Cluster E:	Disadvantages of IMAMMADU (IM) employee recruitment model				
32.	Personnel engaged based on the IM model are usually very arrogant to other employees.				
33.	Personnel engaged based on the IM model usually constitute risks and threats to the CEOs, as they may know too much of their secrets.				
34.	IM employee recruitment model presents the CEO as CORRUPT and BIAS.				

1. Position in your organization: High-Level Manager Middle-level manager Low-level manager
2. Gender: Male Female
3. Highest level of education: First Degree and Below Postgraduate

SECTION 2:

Kindly use the following response patterns as may be applicable;

Strongly AgreeSA

Agree.....A

Disagree.....D

Strongly Disagree.....SD

THANKS VERY MUCH FOR YOUR PARTICIPATION

Imammadu (IM) Employee Recruitment Model And Chief Executive Officers' Performance Interview schedule' (IM-ERMCEO PIS)

Questions:

1. How do the CEOs perceive IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?
2. How do the CEOs apply the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?
3. How effective is the IMAMMADU (IM) employee recruitment model, in organizations in Nigeria?
4. What are the advantages and disadvantages of the IMAMMADU (IM) employee recruitment model?

THANK YOU FOR YOUR PARTICIPATION