

**AN ASSESSMENT OF SELECTION TECHNIQUE ON EMPLOYEE PERFORMANCE
(A STUDY OF SELECTED ORGANIZATIONS IN ASABA, DELTA STATE)**

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DELTA STATE UNIVERSITY ABARAKA

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**A DISSERTATION SUBMITTED TO THE POST GRADUATE SCHOOL DELTA
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MASTER OF SCIENCE (M.Sc.) DEGREE IN MANAGEMENT.**

SUPERVISED BY DR. SALAMI, C.G.E.

AUGUST, 2016

ERTIFICATION

This is to certify that this research was carried out by MADUEMEZIA, Patricia

PG/12/13/213564 in the Department of Business Management and Marketing, and that it is adequate in scope by the undersigned on behalf of the Delta State University, Abraka.

Dr. C.G.E. Salami

Supervisor

Date

Mr. Felix Orishede

Head of Department

Date

DECLARATION

I declare that this is an original research work carried out by me in the Department of Business Management and Marketing, Faculty of Management Sciences.

MADUEMEZIA, Patricia

DEDICATION

This research work is dedicated to God Almighty the most benevolent and merciful who gave me the grace and the strength for this accomplishment.

ACKNOWLEDGEMENTS

My profound gratitude and sincere appreciation goes to all those who have contributed in making this research project a success. First, my greatest thanks goes to God Almighty for His grace, love, guidance and also wisdom in carrying out this project.

I wish to specially acknowledge my Supervisor, Dr. G.C. Salami who has worked tirelessly, ensuring that I received the professional knowledge that I needed to complete this work and improved academically.

I will not fail to acknowledge those authorities quoted, whom I consulted to produce a balance research work.

The acknowledgement will be incomplete in absence of not appreciating and recognizing the efforts and contributions of all my lecturers, who did all that was possible to ensure that we are properly transformed.

I also acknowledge the entire members of my family, friends my study group for their various contributions.

Finally, the government for introducing school of higher learning in Delta State University Asaba Campus.

ABSTRACT

The employee recruitment and selection technique is a serious business of Human resource management. This is because the success of any organization depends on its quality of workforce. This study was conducted to assess the impact of selection technique on employee performance. This research work is descriptive and exploratory in nature. The research design employed was descriptive statistics and survey approach as it aided the researcher in the assessment of public opinion. The population of the study was 500 and a workable sample size of 205 was drawn from it. This study covers the method of selection technique adopted by selected organization in Delta state specifically, Civil service commission, Animal Care Nigeria Limited, and Globacom Nigeria Limited between the periods 2001 to 2012 in Asaba metropolis. Regression and correlation analysis was run with the aid of analytical package for social science (SPSS) of software version 21 to unveil and assess the impact of selection technique on employee performance of some selected organizations. The findings obtained shows a significant positive correlation between the variables which implies that selection techniques, policy on recruitment, organizations placement, and employee`s performance. Organizational performance, structured interview, phone interview and assessment centre are important techniques to identify competent employee. It was further recommended for the utilization of various employment techniques which will identify the suitability of applicants. In addition, selection programs should include several procedures, policies for the purpose of achieving a desired out come. Finally, performance of employee should be monitored strictly, to ascertain the success of the selection process used.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Once an organization has realistically and reliably determine to embark on a business venture, manpower need to match the operation shall be considered following the nature of job to be done. This is because organization cannot survive in isolation of planning for capable resource to match the available job position, which can be achieved with the adoption of selection technique. The justification to carry out this work was owing to some problems arising from the outcome of selection techniques in the organizations. Besides the selection practices are seen as indispensable managerial tool. In the current competitive global environment, organizations are more concerned with increasing the level of work performance of their employees, because this increased performance will provide a competitive advantage over other firms as such, influencing the performance of employees is a key goal. In many organizations they are the main determinants with regard to the success of an organization.

In Delta State Ministries, it is the civil service commission that recruit, assess, while the establishments does the training and posting of hired applicants to their various work places without considering the implication of hiring and posting to an unfamiliar supervisor who was not among the interview panelist.

In ideal situation, the immediate supervisor would have been a part of employer of labour. This is because, the worker will work directly under a supervisor who has the right to assess and make

prediction about the future work ability of such applicant. The purpose of this is to prevent hiring an unproductive or a wrong person who will not contribute to organizational progress.

When employee is interviewed, it is always good for the interview panel to comprise of expertise from different disciplines so that questions can be structured or asked covering the areas of studies of such applicants in order to make a right selection.

Selection system of civil service is largely influenced by distinguished personalities who regularly send their relatives for employment regardless of their ability to perform. At the end, their attitude to work is nonchalant and negative which is not the same in the private sectors because private sectors goes for the most qualified applicants.

In addition, employment by referral does not always yield a positive result to the employer of labour instead divided loyalty is achieved as subordinates may be more loyal to their referrals. The implication is that a disloyal performer will drag his employer or supervisor down while a good performer will enhance his supervisor's performance. In line with above, the undesirable applicants should be screened out before they get to the door (Salami 2013).

All registered organizations are directed by organized pattern of recruitment and selection procedure which is guided by the organization's policy. The human resource management department is trusted with the responsibilities of employment processes and development. Research in human resource management has established that the achievement of any organization is highly influence by the caliber of its human resource, which in turn, is affected by organizations management practices.

Recruitment and selection in current business can be said to be anchored or rooted on the biblical saying that, many are called, but few are chosen (Matt 22: 14).

Selection process pulls together organizational goals, job designs and performance evaluations as well as recruitment and selection. It is a sequence of specific steps used to choose which recruits should be hired. The process begins when applicants apply for employment and ends with the hiring decision. The series of phases involved in selection process are preliminary reception of applicants, employment test, selection interview, reference and background checks, Medical evaluation, supervisory interview, realistic job preview and hiring decision.

The main selection technique is interview which is the oldest, most important and popularly use by both private and public organization. Others are assessment centre, aptitude test, systematic and procedural are approaches use to address selection technique. Although a study from a management literature has argued that assessment centre is not considered as a method but function to assist other selection methods.

On other hand, organizational performance refereed to the rate and manner at which its personnel implement its activities gearing towards achievement of the established goals. Organizational performance is measured by several indicators such as suitability, sustainability, standardization, transparency and consistency depending on their objectives which could be on profit maximization or improvement of corporate image. Organizations can collate information from under mentioned perspectives such as customers, internal business perspective, creativity, service delivery, efficiency, effectiveness, competitive advantage, profitability, productivity, flexibility and quality, this is to enhance good assessment mechanism in an organization.

From studies, it was observed that effective recruitment and selection techniques are related to employee performance, because it is a vital element of successful organization. How employees perform their jobs is a main factor in determining how effective an organization will be. Job

performance is essentially determined by the ability, motivation, creativity and efforts at which an employee is willing to put, in carrying out its job.

Through effective selection techniques, an organization can maximize the probability that it's new employees will possess the required skill that will impact positively on selection techniques and employee performance.

From the outlook of any organization, irrespective of its size, whether public or private, are directly linked to personnel. As Macgregor (2011) pointed out that the foundation of any organization is its core staff. The performance of any organization should be a reflection of performance of their staff which in turn account for how they were managed, and more specifically how they were selected for available positions, using test, interview, realistic job preview etc in selecting candidate based on merit to ensure that the candidate are able to fulfill their new roles effectively.

Considering the above, it was obvious that the combination of one or more selection technique will yield a significant positive result in the organization. Wright etal (2005) also had reported similar positive effect between recruitment, selection and performance.

1.2 STATEMENT OF THE PROBLEM

In current competitive business organization, managers are responsible with the functions of human resource management best practices which seek to approach employment issues to obtain competitive advantage, through highly committed skilled work force. Empirically, recruitment and selection of personnel in the selected organization is associated with a lot of unfavourable practices and policies which are as follows:

Favouritism, selection bias, discrimination and adaptation of inconsistent policies, as a result, those who were not fit in working environment were recruited. Beside, many managers who were empowered to implement selection technique do not possessed adequate training in this crucial area. Employee selection should be given serious and a careful attention otherwise, it may lead to giving employment to those applicant who do not possess the required job qualifications and attribute considered adequate for effective job performance in other to achieve the established goal. The employees selected under aforementioned prerequisite often displays recalcitrant and negative attitude towards work, as such perform poorly.

That many organizations do not considered persons fit, work and organizational fit could be as a result of what is called god fatherism or corruption. It could possibly be traceable to unclearly defined organizational goals or culture. The job designs are not properly stated so as to facilitate the achievement of the established goals. Job specification and job description are not well specified too. Furthermore recruitment and selection procedure may not be strictly followed. Sometimes structured questions may be too ambiguous and some panelists may be bias in their judgment. The next action is to consider a personnel who might not be worthy for the job.

Owing to the nature of public service technique certain candidates were hired without much knowledge of their background such persons take advantage of access to the organization to commit crime. The subordinates or those who do not have the right skill will render inefficiencies and ineffective performance. They will in turn, make your performance to suffer. Thus, selection should be given a careful attention, because the success of an employer is largely dependent on how effective and efficient their workers carry out their tasks. It is hard to over emphasize the value of effective selection techniques. In today's competitive business organization, where team and network are relevant as added advantage for qualified employees.

Therefore team work and networking depends on cooperation if your organization select an uncooperative employee your chances of building a successful organization will be practically nil. It is in-line with the above problems that the author had deemed it necessary to critically examine this study.

1.3 RESEARCH QUESTIONS

This study is guided by the following research questions in order to achieve the objectives stated above.

1. What type of recruitment and selection technique is used by public and private organizations?
2. What are the existing policies guiding recruitment and selection in both organizations?
3. To what extent has placement affects employee performance?
4. How can performance between public and private organizations be evaluated?

1.4 RESEARCH OBJECTIVES

The general objective of this study is to critically assess the impact of recruitment and selection techniques on employee performance in the selected organization.

Other specific objectives are to:

1. Determine the types of recruitment and selection technique used by public and private organization.
2. Ascertain the policies that guide recruitment and selection in both organizations.
3. Determine the extent to which placement affect employee performance.
4. Examine performance between public and private organization.

1.4 STATEMENT OF HYPOTHESES

The following hypothesis has been negatively formulated to test the research questions.

H₀₁: There is no significant relationship between the types of recruitment and selection technique

on employee performance.

H₀₂: There is no significant correlation between the existing policies and employee

performance.

H₀₃: There is no significant relationship between placement and employee performance.

H₀₄: There is no significant relationship between performance evaluation and employee

performance.

1.6. SIGNIFICANCE OF THE STUDY

The study is significant because it has provided a platform for relevant authorities of the human resource management in an organization to appreciate the impact of their activities particularly selection techniques on employee performance and identified areas for improvement.

This study will also provide an independent platform through which employers can appraise the effects of the available recruitment and selection techniques in a bid to make rational adjustments where necessary.

1.7 SCOPE OF THE STUDY

This study examined the pattern of recruitment and selection practice in Delta state civil service commission, animal care Nigeria limited and Globacom Nigeria limited.

It is expected to address the impact of selection techniques on employee performance in the selected organizations, specifically, Delta State Civil Service Commission, Animal Care Nigeria Limited and Globacom Nigeria Limited. All situated in Asaba, between the period 2001-2012.

The scope of this work was limited to recruitment and selection technique which has been accepted as an indispensable managerial tool. The researcher employed the use of primary and secondary data for the accomplishment of the study. The justification was based on the significant contribution made by the various organizations arising from the adaption of comprehensive recruitment and selection techniques which is expected to have a positive effect on the growth and nation's economy.

The research will throw more light on selection techniques and on how to improve the performance and efficiency of workers.

1.8 LIMITATION OF THE STUDY

Every research is expected to encounter some challenges in attempting to actualize its objectives. The researcher experienced some difficulties. Among the limitations of the study are the following:

- a) Official bureaucracies in some offices where we have challenges in making the respondents keep to appointment this was on account of the demand of their job.
- b) Most of the information was classified as official. By this, most respondents were indisposed and very unco-operative to release valuable information.

1.9 DEFINITION OF TERMS

The following operational definition of terms shall be applied in helping to understand and achieve the research objectives.

1. Employee:

An individual who works part time or full time under a contract of employment, whether written, express or implied and has a recognized right and duties.

2. Employee Performance:

Is a process for establishing a shared work force understanding, about what is to be achieved at an organization's levels. It is about aligning the organization objectives with employees agreed measures skills competency and delivery of result.

3. Performance:

Performance refers to the achievement of a given task measured against present known standard of exactness, completeness, cost, and speed. In contract, performance is deemed to fulfillment of obligation in a manner that releases the performer from all liabilities.

4. Organization:

Refers to a social unit of people that is structured and managed to meet a need or to pursue collective goals, All organization has a management structure that determines the relationships between the dissimilar activities and members, and subdivides and ascribe roles, responsibilities and authority to carry out different tasks.

5. **Selection technique:**

Is the complexity of job roles within the energy, manufacturing and engineering industries requires a rigorous selection process. Sentrico can help to assess whether or not an individual is capable of performing a specified job.

6. **Recruitment:**

The process of finding and engaging the best qualified candidate from within, and outside of an organization for a job opening, in a timely and cost effective manner, The recruitment process includes analyzing the requirement of job, enticing employee to that job, screening and selecting applicant, hiring and integrating the new employee to the organization.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter forms a basis of the study by reviewing the existing knowledge and literature about recruitment and selection and its effect on organization performance as mentioned by various scholars, authors and academicians. In particular it looked on recruitment process, recruitment sources, selection techniques, importance of recruitment and selection as well as the correlation between recruitment and selection, and conceptual framework.

2.2 CONCEPT OF RECRUITMENT AND SELECTION

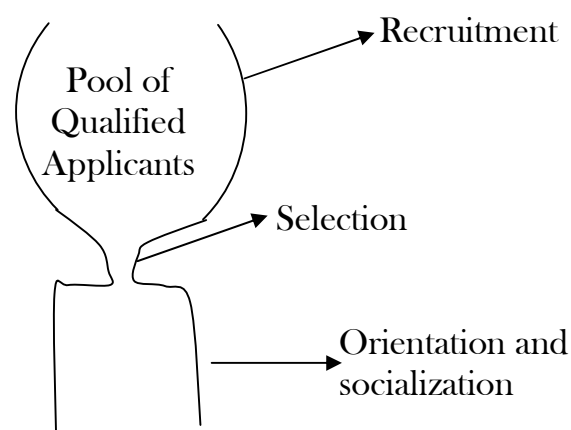
Both recruitment and selection are the two stages of the employment process. Accordingly, recruitment and selection are conceived as the processes by which organizations solicit, contact and interact with potential appointees, and then establish whether it would be suitable to appoint any of them (Sisson, 1994).

Though both recruitment and selection are the two stages of the employment process, they are different because the recruitment process precedes the selection process which is the final interviews and the decision making, conveying the decision making, and the appointment

formalities (Dipboye 1992). He therefore, considers recruitment as a process of searching the applicants for employment and inspiring them to apply for jobs in the organization, while selection involves the sequence of steps by which the applicants are screened for choosing the most suitable persons for vacant posts. Salami (2013) noted that when human resource planning identifies a personnel shortage and develops a pool of qualified applicants, it needs some method for screening the applicants to ensure that the most appropriate candidate is awarded the job, and that screening method is the selection process. Adding that this process use one or more techniques including applicant blank, interviews testing and reference checks, to assess and investigate an applicant aptitude, interest and background. From the above qualities, the organization must choose the best applicant who possessed the right job requirement.

Figure 1

*Recruit and selection process can be explains with diagram below:



The neck of hour-glass in figure 1 above signifies the idea. Also, (Dipboye, 1992). States that the basic purpose of recruitments is to make a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization where-as the main reason of selection process is to select the right applicant to fill

the numerous positions, in the organization. Additionally recruitment is a positive process, it inspire more and more employees to apply whereas selection is a negative process as it involves rejection of the unsinkable candidates. Recruitment also, is concerned with tapping the sources of human resources whereas selection is concerned with choosing the most appropriate candidate through numerous interviews and test, and finally, there is no contract of recruitment established in recruitment whereas selection results in a contract of services between the employer and the selected employee.

Recruitment of applicants is the function preceding the selection, which helps create a pool of potential employees for the organization so that the management can choose the right applicant for the right job from this pool. The recruitment process is immediately followed by the selection process which is the final interviews and the decision making, conveying the decision and the appointment formalities (Wanous, 2002).

In addition recruitment is the process of searching the applicants for employment and inspiring them to apply for jobs in the organization”, Recruitment is the activity that links the employers and the job seekers. Recruitment is a process of identifying and attracting a group of prospective candidates from within and outside the organization to assess for employment. Once these applicants are identified, the process of selecting suitable employees for employment can begin. This means collecting, measuring, and assessing information about applicant qualifications for specified positions. Organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job (Leopold, 2002)

2.3 CONCEPTUAL REVIEW

2.3.1 HISTORY AND DEVELOPMENT OF SELECTION

Selection into organizations has as ancient a history as organizations themselves, Chinese Civil servant exams, established in AD605, may be the first documented modern selection tests, and have influenced subsequent examination systems. As a scientific and scholarly field, personnel selection owes much to psychometric theory and the art of integrating selection systems falls to human resource professionals. In the United States of America, members of the Society for Industrial and Organizational Psychology (SIOP) (<http://www.siop.org/>) conduct much of the research on selection. Primary research topics include.

1. The practicality, reliability, validity, and utility of numerous forms of selection measures.
2. Methods for demonstrating return on investment for selection systems.
3. Assessing equality and making selection systems as fair as possible.
4. Legal issues—such as disparate treatment and obedience with law.
5. The generalization of validity across different work contexts.
6. Alternative methods of demonstrating validity such as synthetic validity.
7. The predictive validity of non-traditional measures, such as personality.

2.3.2. THE NEED FOR RECRUITMENT AND SELECTION

The recruitment and selection is the main function of the human resource department and the recruitment process is the first step toward creating the competitive strength and the recruitment strategic advantage for the organizations (Phillips 1998). In today's speedily changing business environment, a well-defined recruitment policy is necessary for firms to respond to its human resource requirements in time. Therefore, it is significant to have a clear and brief recruitment

policy in place, which can be performed effectively to recruit the best talent pool for the selection of the right applicant at the right place quickly.

1. The purpose and significance of recruitment are given below by Dessler, (2009): Help increase the success rate of selection process by decreasing member of visible under qualified or over qualified job applicants, increase the pool of job applicants at minimum cost, creates a talent pool of candidates to enable the selection of best applicants for the organization, entice and encourage more and more applicants to apply in the organization. Recruitment is the process which links the employers with the employees, determine present and future requirements of the firms in conjunction with its personnel planning and job analysis activities, will help to reduce the probability that job candidates once employed and selected will leave the organization only after a short period of time. Others according to him are meet the organizations legal and social obligations concerning the composition of its workforce, begin identifying and preparing potential job applicants who will be appropriate candidate, and increase organization and individual effectiveness of various recruiting technique and sources for all types of job applicants.

2.3.3 THE RELATIONSHIP BETWEEN RECRUITMENT, SELECTION, AND ORGANIZATIONAL EFFECTIVENESS

The effective recruitment and selection of employees is a fundamental human resources management activity, one that if managed well can have a significant influence on organizational performance as well as lead to a more positive organizational image (Pilbeam and Corbridge, 2006), recruitment and selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance (Petts, 1997). Also, effective recruitment and selection is essential and vital to the successful functioning of the organization

as it depends on finding people with the needed skill expertise and qualifications to deliver the organizations strategic objectives and the ability to make a positive input to the values and aims of the organization (Sisson, 1994).

In other words, better recruitment and selection strategies result in enhancing organizational outcomes. The more successfully organizations recruit and select applicants, the more likely they are to hire and retain satisfied employees. In addition, the success of an organizations selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence investing in the development of a complete and valid selection system is money well spent (Hall and Torrington, 1998). With a strategic view of its recruitment requirements and the strategic plan representing the starting-point, the goals, objective and targets set the parameters for performance and how work is organized into roles and jobs. A key role for human resources is to align performance within roles with the strategy, frequently by the use of competency frame works (Clark, 1992).

Decenzo et al (1995), states that ineffective recruitment has a number of cost implication for employers, low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turnover which adversely affect performance.

Addressing the above, Philips (1998) maintains that there is a tremendous amount of money wasted every year by companies who do not give sufficient priority to recruiting and selecting the most suitable staff for positions that arise. As well as recruitment costs companies also waste the time and money invested in induction training if the successful applicant subsequently leaves. In the call centre industry, for example, there is often high turnover of staff with new starts staying only few weeks before deciding the role is not for them. What is often ignored is the impact of staff that has been in the company for a longer period and who see a

succession of new colleague join and the leave. This can have a negative impact on morale within the work environment.

2.4 COMPARISM BETWEEN PUBLIC AND PRIVATE SECTOR

There is no separate specific technique specified for a particular organization. The only variation is that some organizations often write to the applicant's formal employer requesting information about his performance in order to guide selection decision making.

The choice of a method to be adopted in selecting the organization's work-force depends on the goals and objectives of such entity. Generally, there is a negative perception about public workers concerning their bad attitude to work in contrast to the prevailing in private sectors. Where all necessary selection procedures are strictly adhered, and information generated about an individual are carefully evaluated. Selection techniques varies, it is the attention and ability to identify an appropriate technique that will attract a reasonable pool of workers that matters.

Some private organizations often attempt to employ the most suitable technique that will produce a desired goal. From my experience, public service work is basically social, they advertise without a strong need to feel in the department. Their employment pattern makes the commission to recruit and select those who cannot add value to the organization. They end up performing poorly. So I want to find out whether selection indeed, affect performance because in the management science literature, the concept of selection technique on employee performance is

among the human resource best practices that is widely link with circumstances that has implication for effective functioning.

Most often, one wonders, how these unproductive employees were recruited and selected into the system to frustrate the effort of their employers. What is important is for the organization to use effective selection processes that will be comfortable in order to influence performance. If selection processes are properly approached, there will be significant relationship between employee performance and selection techniques.

Selection process is like a sequence of steps to be accomplished by each applicant. Organizations often set policies in respect to selection procedure that is available for utilization.

Private organizations prefer successive hurdle approach than composite score approach which may not be fully adhered to, considering their various interest concerning the candidate who may not have been able to jump successively and successfully over the series of selection hurdles which may include aptitude test, interview and medical test. Ideally, the purpose of interview is to identify and eliminate those who may not have possessed potentials for successful job performance but some interviewers in public organization allow them to proceed to subsequent stages and eventually they are chosen as successful candidate which is uncommon in private organization. The question here is, how can unproductive personnel add value to organizational activities? as to enhanced performance?. Most private organizations employed successive hurdles approach which does not counter-balance or compensate for deficiencies arising from any factor unlike the composite score approach adopted by public organizations which was not accurately implemented, instead, confusions and wrong selections are made. Public organizations fails to understand that selection process seek to put the right person, in the right job rather than recruiting without a strong need, mainly, for social purposes

those who cannot contribute to knowledge creation and sharing harmony aimed towards enhancement of organizational growth.

2.5 EMPLOYEE'S PERFORMANCE

This can be viewed from perception of action on task engaged by personnel which has a linked and contribute to organizational goals. It can as well be defined as a result, behavior or actions that are necessary to achievement of goals in organization. It was not easy to differentiate behavior and result, hence some academic scholars, in their definition, included result as part of their employee performance. It is sad to say that not all performance is favourably related to the accomplishment of organizational goals, such as performance towards the inability to meet the prescribed work goal. This can be traceable to poor selection procedure.

High level of employee performances can lead an organization to have better opportunities than those who have low performances (Vans cotter, 2000). "Performance is related to the organization which hires the person to do and do well"(Campbell 1993). Performance is not only related to the actions but also involves judgment and evaluation process (Ilgen & Schneider, 1991). The activities that can be scrutinized and measurable are reflected as performance (Campbell, 1993).

Organizations need highly performance of its employees so that organization can meet their goals and may be able to achieve the competitive advantage (Frese, 2002).(Borman and Motowidlo, 1993) distinguish between work and performance. Work related to the person skills through which employee performed activities which is contributed by the technical core. Performance is not related to the technical core features but it cares about the organization psychological environment and social environment so that organization can achieve its objectives. It involves behaviors such as helping colleagues or being a dependable member of the

organization (Frese, 2002). Performance appraisal emphasizes on the performance variables not on personal traits (Smither, 1998).

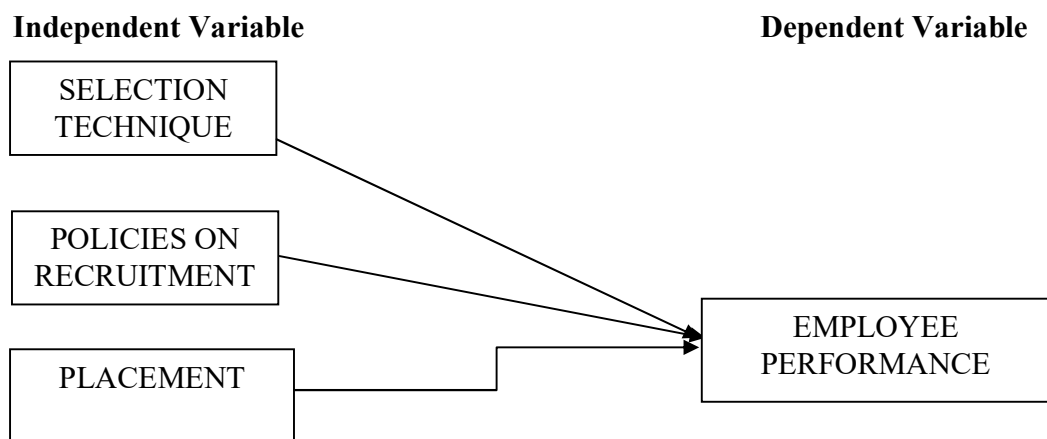
(Kane, 1995) argued that performance should be measured in term of the work related behaviour. Murphy (1991) argued that analyzing performance through personal characteristics has different disadvantages.

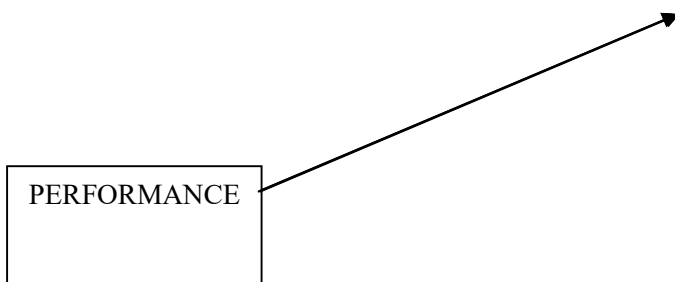
(Jankoz, 2004) argued that the validity and reliability of attribute based performance appraisal is greater suspected as the perception of superior officer maybe biased. (Squires and Adler, 1998) appraisal based on traits of employee has little value. (Malos, 1998) concluded that fair appraisal is based on job related behaviors not traits of persons. Employees must believe that in performance appraisals there is great opportunity for them (Weick, 2001). Without fairness the performance appraisal system, rewards, motivations and developments create negative impact and frustration (Gilliland and Langdon, 1998).

2.6 CONCEPTUAL FRAMEWORK

As the author proceeds with the review of the relevant literature, the researcher observed that this work will be incomplete without highlighting the four variables which has the tendency of affecting employee performance. Following the above, the researcher arrived at a framework depicted below:

Figure 2.1 conceptual frame work of the dependent and independent variables





Source: Researcher's Model

2.6.1 CONCEPT OF RECRUITMENT AND SELECTION TECHNIQUES

The methods for choosing the most fitted from large pool of qualify applicants geared towards employee performance. The inherently fundamental differences among individuals, has necessitated the need for organization to choose from attracted personnel, those with ability to perform, in line with the established goals. What is important is for the selector to obtain a broad knowledge of the caliber of employees needed and apply effective screening tools such like texts, assessment centers, back and reference check. The outcome will be favourable on employee performance.

It is sad, but unquestionable fact that in a group of people who apply for a job, there will be those who cannot give exact information about themselves this may be because they do not understand what information that is required of them or because they seriously want the job despite not being sufficiently qualified, and they do not consider the problem they may face should they get selected. It is also true that business as do not give accurate information for similar reasons.

In this situation, information gathering and giving process need to be as accurate as possible if proper selection is to be predicted. In order to obtain needed information about candidate, you should use more than one method.

Screening: once an organization has gotten it's pool of candidate the next technique is screening stage which requires filtering the unqualified applicants from available job seekers, you could filter by having them Telephone and answer pertinent questions about their experience and educational qualification.

Since the objective of screening technique are;

1. To eliminate those who do not have the basic qualification.
2. To categories the remainder in to probable's and reserve or rank them in order of suitability as a basis for short listing for, interview.

APPLICATION FORMS

Inviting candidates by CV make things easier for applicants but the resulting tidal ware can be horrendous trying to sort through a pile of CVs all with different formats and with widely varying levels of presentation can be extremely time consuming and can make it difficult to spot key information.

INTERVIEW

Many people dislike the interview process both as an interviewee and interviewer.

Although, the interview is the most popular form of selecting and the performance of candidate on the job, according to salami 2013:163) the purpose of selection interview is to obtain and

assess information about a candidate which will enable a valid predication to be made of his or her future performance in the job. On the other hand, Mc Daniel *et al* (2007) view interview as a selection procedure designed to predict future job performance on the basis of applicant's oral responses to oral inquiries. Interview forms a major part of classic trios of selection techniques the other two being the application forms and references.

Dessler (2004) argues that while not all companies use selection procedures like tests, assessment centres and even reference checks.

Interview as an indispensable managerial tools are formulated in the following nature;

- 1) Structure interview
- 2) Unstructured interview
- 3) Stress interview
- 4) Sequential Interview
- 5) Panel interview
- 6) Appraisal interview
- 7) Situational interview

STRUCTURED INTERVIEW

This interview required that questions and acceptable response are specified in advance and responses are rated for appropriateness of content (Mc Daniel *et al* 2007). With structured interview, all the applicants are generally ask all required question by all interviewer. Structured interview are more valid (Armstrong, 2006).

STRESS INTERVIEW

A stress interview is a special kind of interview in which the applicant is made uncomfortable by series of rude questions. The aim of stress interview is to help to identify sensitive applicants and those with high stress tolerance. In a typical stress interview, the applicant is made uncomfortable by being put on defensive by a series of front and discourse questions. The interviewer might want to probe for weaknesses from applicant's background hoping to get applicant lose her composure and frequent job changes reflect irresponsible and immature behaviour.

APPRAISAL INTERVIEW

An appraisal interview is one in which the supervisor and employee discuss the employee's rating and possible remedy.

SITUATIONAL INTERVIEW

This refers to futuristic situational behaviour. According McDaniel (2007) defines it as one in which the questions focus on the individual's ability to project what his or her behaviour would be in a give situation. Situational behavioural interview is gaining popularity (Janz, 2008). In this interview, situation is described and interviewees are asked how they have behaved in the past in such situation (McDaniel *et al* 2007). The interview may use job related question interview therefore, it is an important method of exchanging information but only if they are approach in the right way.

GROUP SELECTION METHODS

Working with other people is an important part of the selection process. It could be useful to consider a group selection technique. This could require a group of job seekers to carry out a task and observing the way in which they interact. The task need not be complicated. It could be

on designing and presenting changing nature of the work bearing in mind the quality of job to be expected as pre-informed before the commencement of the job. Some potential candidate may try to second-guess you and demonstrate completely untypical behaviours. For this reason, it is important to give clear goal and control.

REALISTIC JOB PREVIEWS

Methods or technique like this are time consuming and there are serious issues of confidentiality but if you are screened, you are then shortlisted to be two or three candidate. Having been familiar with them, you can give the problem to handle. Realistic job preview has a benefit of involving more staff in selection procedure, under this technique people tend to work well with candidate whom they have seen and known about.

To achieve effective recruitment and selection, it requires the compliance to all necessary legal requirements relating to employment and equal opportunities to follow recommended codes of practice and to ensure justice and fair treatment for all applicants. In the view of Bohlander, Snell & Sharman, (2001) it is important for manger to understand the objective, policies and practices use for selection. In that view, they can be highly involve in the process from the very beginning. Those responsible for making selection decision should have adequate information upon which to base their decision.

Robbsin (2005) further observed that an organization's human resource polices represent an important forces for shaping employees behaviour and attitudes. The selection practice, will determine who is hired. According to Tokoh (2005) the purpose of selection is to identify from those applicants coming forward, the persons most likely to fulfill the requirement of

organization. If selection technique is properly designed, it will identify competent candidates and accurately match them to the job which in turn, increases organizational performance.

PORTFOLIOS

This is not generally used, expect that a specialized professional such as photography or graphic designers explore this method to achieve performance.

REFERENCES

This type of selection does not always provide a good result to the employer of labour because the recruits may be more loyal to their referrals. Although, most big companies employed by referring to the applicant previous performance and future work ability. Remember, that in present Nigerian circumstances only very few persons are ready to give accurate information which implies problematic selection type. The most accurate reference may come from face to face or telephone interviews with someone, who has had direct experience of the candidate work. If you are writing you could ask for a telephone reply or enclose a copy of the information about the job and ask the referee of the suitability of the candidate if the job is given to him.

AN ASSESSMENT CENTRE

This involves series of tests, exercise and perhaps, interviews lasting for a day. Candidates are observed with a team of their assessor, with others acting as facilitators to observe them.

2.6.2 RECRUITMENT AND SELECTION POLICY

This refers to a statement of the manner, in which recruitment and selection techniques are to be pursued. In order words, policies are guide lines, defining how values, principles and strategies should be applied and implemented in other to enhance employee performance.

A recruitment and selection policy is a statement of principles, which outline how your organization should conduct its recruitment and selection process. The aim of such policy is to ensure that a transparent and unbiased recruitment and selection process is followed, one that results, in the appointment of the best candidate, based solely on merit and best fit with your organizational values, philosophy, and goals.

Some of the reasons for having such policies are to ensure:

- Suitability : Writing an accurate position description is an important part of the recruitment process. It describes the primary task involved as well as the core competencies required to perform the role. A good recruitment and selection policy would require those writing job descriptions to give precedence to the competencies that would make the most positive contribution to the organization's operations. (i.e. flexibility, initiative, leadership etc).
- Consistency: A good recruitment and selection policy will also require that hiring managers use pre-determined criteria at all phases of the recruitment process, thereby reducing the risk of bias discrimination.

Each applicant would then be assessed according to those key selected criteria only. When interviewing applicants, the same interviewers should be present at each interview and a set of pre-determined questions asked of each candidate, allowing them equal time to spend.

Reference checks should be conducted before any appointment is made and should be carried out in a consistent manner (i.e. asking similar questions of each candidate's referees and previous employers.

- Legality: Privacy and equal opportunity legislation require that recruitment process is conducted in a just and transparent manner and a good recruitment and selection policy will always make this very clear to recruiters.

An applicant may have recourse to legal action if they feel they have been discriminated against, so impartiality is not only the right thing to do, it's also good risk management policy.

Private laws also require that a candidate's application is treated confidentially. Penalties apply if breaches occur, so here as well, a good recruitment and selection policy helps to protect the organization's best interest to encourage performance.

- **Credibility:** Not all job advertisements are genuine. Some are placed by organizations wishing to build up a talent pool or to simply to test the waters and see what's out there. If an organization calls for certain application procedures to be followed, candidates can feel confident the position they are applying for actually exists and that their efforts will not be in vain.

- **Transparency:** By requiring transparent procedures at every step, the recruitment and selection policy ensures that all stakeholders in the recruitment process (HR, department head, line manager etc) are able to follow the process and be confident of the outcome as anticipated. Candidates should be kept informed of the status of their application and notified if unsuccessful. Reasons for decision made during the recruitment process should be documented and a transparent appeals process put in place if a candidate is unhappy with the outcome.

Adherence to all these policy will not only ensure job applicants are treated fairly, but will also greatly increase your chances of securing the best possible people for your organization, which implies exceeding or meeting established goals.

2.6.3 PLACEMENT ON EMPLOYEE PERFORMANCE

This requires the organization to post the newly recruited staff to their respective work stations where their services will be properly utilized. The achievement of person- work- organizational fit has been a major concern of human resource management. The inefficiency or ineffectiveness of any organization can be adduced from dysfunctionality emanating from improper placement.

In all levels of organization, jobs are designed and specified for a specific skill. They are described to predict how employees are expected to perform in their various work positions.

Adequate care is given by private organizations to select test that will draw out appropriate skills and abilities for successful job placement. In big organizations, assessment are weighted, demonstrated and more desirable attributes are required for the placing of persons in order to ensure that the right caliber is recruited to man a specific role.

Placement ensures that adequate staff are recruited to avoid problems of over and under staff and under-utilization which is an unavoidable case with public service organization. Putting the right person in the wrong job is not fair, not promoting organizational progress either. Public service organizations do not, really, consider the implication of the above action.

The number of persons employed to work for the public service are placed in the positions they are not suited, skilled for, they are even more than the number of available positions. This anomaly has resulted to the current problems that government is encountering. That is the problem of government's inability to pay salaries since the beginning of the year.

God fatherism has had a great influence on placement where by persons in the higher political and social positions have their candidates who they insist that they should be placed in certain important posts irrespective of whether they qualified or suited for the post. This scenario, of cause, influences the performance of the affected staff negatively. This is because they are simply not qualified for the posts. Government does not seem to look into this problem for effective solution due to the general attitude that “ Government job is not a profit oriented one”. This is contrary to what prevailing in the private sector.

Amrstrong (2000) believes that selection test is used to provide more valid and reliable evidence of levels of intelligence, personality characteristics, abilities, aptitude, and attainment.

2.6.4 PERFORMANCE BETWEEN PUBLIC AND PRIVATE ORGANIZATION

The efficiency of public and private sector: It has been widely accepted that the private sector is obviously more efficient and competent than the public sector. And it is supposed that private organizations have exhibited their superiority in performance. And, this reflects the theoretically expected superiority private organization over bureaucracies under political controls. On the basis of these assumptions, many current debates about policy in infrastructure and services assume that, achieving private sector operation is an important objective and is always a desirable end result.

Another issue that causes differences between private and public sector organizations relate to the way and manner in which customer services are provided. Burn (2007) Maintains that private sector organizations consistently strive to increase the speed of customer services provided not compromising the quality of the service at the same time. The main objective of private sector-profit maximization, has been highlighted by the author as the main driver behind the high speed of customer service provided.

Moreover, Flynn (2007) Debates that the speed of customer services in public sector is negatively affected by the level of pay offered to customer services representatives in indirect way. In other words, the majority of public sector organizations are to attract the most competent customer service managers due to financial constraints and this situation affects the speed of customers services provided in general.

2.6.5 INDICES OF MEASURING EMPLOYEE PERFORMANCE

- Punctuality: Employees who regularly arrive late for work or are frequently absent from the office are unlikely to be meeting their performance objectives. The underlying issue needs to be addressed here – have they received adequate training? Do they get along with their co-workers

and managers? Issues with punctuality mean an employee is not doing their job to their full potential and a negative attitude may also be affecting their colleagues.

- Quality of work: The timely completion of projects to the desired standard is a key indicator in measuring employee performance. Is the work being carried out average or outstanding? Is their attitude affecting their ability to meet your expectations? The answers to those questions will help you to understand the root causes of any problems.

- Observe personal habit: Perpetual bad habits can detract from employee performance. This may include indulging in office gossip, taking unauthorized breaks, disruptive behaviour and the use of computers for personal reasons (such as social media, online shopping). In order to prevent these habits from being adopted by their co-workers, you must be clear on what is acceptable in your business and issue on appropriate behavioural code.

- Check their attitude: A bad attitude will often manifest itself in insubordinate behaviour. Again, this is indicative of individual who is unlikely to be meeting their performance objectives. Typically, these employees will not comply with company policies and are likely to display disrespect for your company and co-workers.

- Review personal presentation: Most firms have a professional dress code appropriate to the job and company culture. Employees who disregard your expectations and present a disheveled or careless appearance reflect badly on your image. It's likely that their performance will be failing to meet your expectations too.

- Carry out random check: Depending on the nature of your business consider implementing random checks against quality standards. This may include reviewing telephone calls and checking records. While your employees may be aware of this policy, the random nature of the checks can motivate staff to put in a consistent performance.

- Carry out a client survey: The consequences of poor employee performance will ultimately manifest themselves in customer service. A client survey can quickly identify issues with individuals. A positive response means your employee performance is meeting or exceeding expectations.

2.7 PREDICTOR VALIDITY AND SELECTION RATIO

Two major factors determine the quality of newly hired employees, predictor validity and selection ratio. Predictor cutoff is a test score differentiating those passing a selection measure from those who did not. People above this score are hired or are further considered while those below it are not. The selection ratio (SR), on the other hand is the number of job openings n divided by the number of job applicants N . This value will range between 0 and 1 reflecting the selectivity of the organizations hiring practices. When the SR is equal to 1 or greater than, the use of any selection device has little meaning, but this is not often the course as there are usually more applicants than, job openings. Finally, the base rate is defined by the percentage of employees thought to be performing their job satisfactorily following measurement.

2.7.1 PREDICTING JOB PERFORMANCE

A Meta analysis of selection methods in personnel psychology found that general mental ability was the best overall predictor of job performance and training performance regarding interview procedures, there are data which put into question these tools for selecting employees. While the aim of a job interview is ostensibly to choose a candidate who will perform well in the job role, other methods of selection provide greater predictive power and often entail lower costs. Unstructured interviews are commonly used but structured interviews tend to yield better outcomes and are considered a better practice. Interview structure is defined as the reduction in

procedural variance across applicants, which can translate into the degree of discretion that an interviewer is allowed in conducting the interview.

Structure in an interview can be compared to a typical paper and pencil test. We would not think it was fair if every test taker were given different questions and a different number of questions on an exam, or if their answers were each graded differently, yet this is exactly what occurred in an unstructured interview, thus, a structured interview attempts to standardize this popular selection tool.

Multiple studies and Meta-analysis have also been conducted to look at the relationship between organizational citizenship behavior (OCB) and organizational performance and success. Job candidates exhibiting higher levels of helping, voice, and loyalty behaviors were generally rated as more confident, received higher salaries, and received higher salary recommendations than job candidates exhibiting these behaviours to a lesser degree. This was found to be true even candidate responses regarding task performance were taken into account. Finally, content analysis of open-ended question responses indicated selection decisions were highly sensitive to candidates with low expression of voice and helping behaviour.

2.7.2 THE SELECTION TECHNIQUES

Organizations employ a variety of selection techniques, and statistical theory is used to give credibility to techniques that attempt to measure people. Organizations also read to consider reactions of applicant's to selection methods and an important factor is the perception of fair treatment (Gatewood and Field, 1994). The interview is the oldest and most widely used of all the selection techniques, along with application forma and letters of reference, referred to as the classic trio by Cook (1994).

Once applications have been received for the role, the selection process should be clear and a timetable drawn up. There are a number of methods an organization can use at the selection stage. These include identifying whether the candidate has the required skills and experience from their applications or CV, face-to-face interviews, assessment centres and completion of case studies or presentations. Many companies like to conduct initial telephone interviews to draw up short list of candidates, Dipboye (1992).

Furthermore, Schmidt and Hunter (1998), states good selection requires a methodical approach to the problem of finding the best matched person for the job selection process; Preliminary interview, selection tests, employment interview, reference and Background analysis physical examination. Job offer and employment contract, and the stages in selection process include: (1) screening of Applicant Terms (2) Tests-intelligence, Aptitude Technical psychometric, Ability, interest, (3) Selection interview, (4) Selection decision. Lastly, according to Dipboye, (1992), selection methods vary between applications and resumes used to select qualified applicants which both include written documents that can be used to determines if a candidate meets basic job requirement, employment tests used to test job skills, personality, or written intelligence or aptitude, they must be reliable and valid. Others are personal interviews used to compare information on the application, and usually allow a chance to discuss the job face-to-face; the interviewer can ask questions, but so can the applicant as well as reference checks that provide additional information about the applicant.

2.7.3 SELECTION PROCESS

Stonner et al (2000) see the selection process as the mutual process whereby the organisation decides whether or not to make a job offer and the candidate decides whether or not to accept it. In the view of Ejiofor (1989), selection is the process of choosing from the pool of potential

employees available those jobs in terms of qualified job and organisation requirements. Organisation requirements will include the need to take account of the expectations of existing employees, whether for example, the new employee will find acceptance with existing employees. Hannagan (1995) defines selection as the assessment of candidates for vacant jobs and the choice of most suitable people. Selection is the oldest function of public personnel administration (Shafritz, Russell and Borick, 2007).

One thing that stands clear from the above is that, selection is usually made from among many applicants that have applied for positions and meet the organization requirement. Selection involves matching the requirements of a job with attributes of candidates. This is facilitated by drafting a 'person specification' defining the background, education, training, personality and other characteristics of the ideal candidate. The person described may not exist, but the process of drafting a person specification creates a standard against which candidates can be compared (Boertist and Mojboom 1989).

Speaking in the same vein Weihrich and Koontz (1994) expressed that selecting a manager is choosing from among the candidates the one who best meets the position requirements. Nwachukwu (1992) sees selection as a systematic effort to identify the most suitable candidates to fill an identified vacancy. He is of the view that selection is a very important process which requires planning and objectivity and that, no organisation is better than the people who makes it up. He concludes by saying that a selection exercise should not be left in the hands of amateurs or the less initiate in the art of selection. Flippo (1984) sees selection process as hiring procedure. According to him, in the hiring procedure varying methods are used to discover significant information about an applicant, which can then be compared with the job specification. He is of

the opinion that there is no standard procedure adopted by all firms, the following is an example of a popular method:

Initial or preliminary interview - This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing.

The more obvious facts and impressions are the type generally obtained in an interview. Appearance and facilities in speech are evaluated. Applicants are often asked why they are applying for a job with this particular organization. Salary requirements are ascertained.

An idea of education and experience can be obtained by knowing the time that these applicants finished in school and the names of job previously held. Many firms do not bother to initiate any paper work at this early stage. If the applicant appears to have any chance of qualifying for existing job openings, he or she is given the application blank to complete.

Application Blank - One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank. We should not automatically assume that all information written on the blank by the applicant is correct.

References - The purpose of the reference check is to obtain information about past behaviour of applicants and to verify the accuracy of information given on the application blank. Cole (2005) expressed that most public sector organisation take up references before short listed candidates are called for interview; while private sector organisation tend to take them up after the candidate has been interviewed and a provisional offer of appointment made. The most common method of

checking was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.

Psychological Tests - The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilize some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview.

Interviewing - Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances. The specific sources of unreliability are several in numbers. First, the interview is allocated information objectives that cannot be obtained otherwise; this it deals with intangible goals such as assessing leadership role fit, and inner motivation. Secondly, much research of specific sources of subjectivity has demonstrated the following: (1) those interviewed immediately after the candidates are appraised more favourably; (2) excessive weight is given to unfavourable information , with only one negative item leading to rejection in about 90 percent of the cases in one study; (3) interviewer stereotyping exists with more females recommended for such jobs as editorial assistant and more males for personal technician; (4) interviewers sometimes make a decision very early and conduct the rest of the interview searching for substantiating information; (5) when favourable information is received to unfavourable, the applicant fares better; (6) the greater the number of job vacancies the more favourable the applicant evaluation and, (7) interviewers are often affected by appearance and non-verbal clues having little to do with job performance.

Types of Interviews

In general, there are two types of interviews, guided and unguided. Alternative titles sometimes used are "directed and non-directed" and "patterned and unpatterned". In the guided interview, a list of question is prepared based on an analysis of the job specification.

Such a list is quite helpful to the untrained interviewer, but with the passage of time and development of skill, one tends to depart from this detailed pattern.

The unguided interview is more often used in situations other than hiring, such as counseling, processing of grievances, and exit interviews. This type of interview is largely unplanned, and the interviewee does most of the talking. The theory of the unguided interview is that the interviewee will reveal more of her or his desires and problems. The greater use of this type is by skilled counselors in seeking to help disturbed people. Advice and reassurance are avoided, and listening is emphasized. Although the typical employment interview is guided, the use of the unguided approach for higher types of job opening is not unknown. More time is devoted to interviewing the candidate frequently by many different interviewers.

Another basis for classifying interviews is the situation in which the interview is conducted. We are discussing here primarily the employment interview. In addition to this type, there is the counseling interview, the merit-rating or appraisal interview, the grievance interview, and the exit interview. A list of this kind emphasizes the fact that the interview is a basic management tool that is used in many situations.

Hannagan (1995) suggests the following rules to be followed when conducting interviews.

(1) Opening remarks should be supportive and controversial.

(2) Questions which simply ask for repetition of information already provided on application forms should be avoided. Rather, the interviewer should seek supplement any information to probe in depth the candidate's potential.

(3) Detailed note taking by interviewers is advisable because it's disturbing effects on the interviewee. Candidates should be assessed immediately after their interviews. Otherwise, important points in earlier interviews will be forgotten in the final end of-session appraisal,

(4) Open ended questions such as what made you, did you decide to do that? or why did you enjoy that type of work? are usually more productive in obtaining information than direct queries. Generally, worded questions invite the candidate to discuss feelings, opinions and perceptions of events. Simple Yes/No questions will not draw out the candidate's opinion. Interviewers should not make critical or insensitive remarks during the interview.

(5) Interviewers should not compare candidates with themselves

(6) Only Job-relevant questions should be asked.

(7) The halo-effect i.e. assuming that because a candidate possesses one desirable characteristics (smart appearances or a good speaking voice, for example), that he/she must be equally good in all other areas, must not be allowed to influence the selection.

(8) "Revealing" questions should not be asked. A revealing question discloses attitudes and beliefs held by the questioner. An example would be "I" like watching football, don't you?

(9) Inappropriate criteria must not be applied. This could involve, for example, males who interview females associating attractive physical appearance with work, ability, or appointing people the interviewer knows socially.

(10) Interviewers should not behave in a pompous manner. This wastes time and contributes nothing to the quality of the interview.

(11) Interview panels should be as small as possible. Over large panels create unhelpful atmospheres, and panel members might ask irrelevant and disconnected questions.

Approval by the Supervisor

Following the outlined procedure, we should now be of the opinion that a candidate who has successfully completed all steps thus far should be hired. At this point in the process, a third interview is conducted. The information objectives of this interview may well overlap those of the preceding one. This overlap is not undesirable for at least two reasons. First, the organizational relationships often require that the supervisor be given the right to pass upon personnel; otherwise he or she cannot be held accountable for their performance. Secondly, the qualities that are generally appraised in an interview are highly intangible, such as personality, ability to get along with others and leadership potential. In such matters, it is helpful to have an appraisal by both the staff employment interviewer and the supervisor, who is better acquainted with the actual Job conditions and the type of personnel at present in the department.

Physical Examination

The physical examination is an employment step in most businesses. It can vary from a very comprehensive examination and matching of an applicant's physical capabilities to job requirements, to a simple check of general physical appearance and well-being. In the hiring procedure, the physical examination has at least three basic objectives. First it serves to ascertain

the applicant's physical capabilities. Can the applicant work standing up? Is his or her eye sight sufficiently keen to meet the job requirement?

The second objective of the examination is to protect the company against unwarranted claims under workers' compensation laws, or against lawsuits for dangers.

2.7.4 SELECTION DECISION

Tests designed to determine an individual's ability for a particular position, company or industry may be referred to as personnel assessment tools. Such tests can aid those charged with hiring personnel in both selecting individuals for hire and in placing new hires in the appropriate positions. They vary in the measurements they use and level of standardization they employ, though all are subject to error, Salami (2013).

Predictors for selection always have less than perfect validity and scatter plots can help us to find these mistakes. The criterion cut off is the point separating successful and unsuccessful performer according to a standard, set by the hiring organization. True positives are applied thought to success on the jobs as a result of having passed the selection test and who have in-fact, performed satisfactorily. According to Salami (2015), true negatives describe those who were correctly rejected based on the measure because they would not be successful employees. False negatives occur when people are rejected as a result of selection test failure, but would have performed well on the job anyway. Finally, false positions are applied to individuals who are selected for having passed the selection measure, but do not make successful employees.

Selection errors can be minimized by increasing the validity of the predictor test. Standards for determination of the cutoff score vary widely, but should be set to be reliable with the prospects of the relevant job. Adjusting the cutoff in either way will automatically increase in

the other. Thus, it is significant to determine which type of error is more harmful on a case-by-case basis. Banding is another method for setting cutoff values. Some differences in the test score are ignored as candidates whose score fall within the same band or range are selected not on the basis of individual scores, but of another factor such as to reduce adverse impact. The width of the band itself is a function of test reliability, the two being negatively correlated. Banding allows employers to ignore test scores altogether by using random selection and many have criticized the technique for this reason.

2.8 EMPLOYEE TRAINING

Training addresses gaps or discrepancies between an ideal and an optimal stage of development. However, from a comparison between desired and actual work methods or between desired and actual results, needs arise on the job. Smit and de Cronje (2003:78) refer to three methods for identifying needs: the generic methods, performance analysis, and competency assessment. Where performance analysis focuses on deficiencies or problems, competency assessment focuses on opportunity for improvement. Trainers identify how they believe people should perform and then design a training programme to give the workers the skills they need. Training can only be executed when it has been determined which employees should receive training and what their current levels, knowledge and skills are. Consequently, the assessment of the individual will indicate the range of skills and knowledge that is to be acquired. Note that the difference between actual performance and required performance will ultimately form the training gap, and therefore indicate the extent of training needed.

Types of training

The following are the types of training provided in organizations:

On-the-job methods

Management education normally takes place off the job, but a great deal of learning takes place on the job. According to Smit and de Cronje (2003:73), there have been several recent studies on managerial learning and skills development in South Africa that result from on-the-job experience. This research suggests that managers learn most from assignments that are very difficult and challenging. A programme of management education should include assignments and job rotation plans that stretch managers to their limits (Grobler, Warnich, Carrel, Elbert and Hatfield, 2006:123).

Off-the-job methods

Sensitivity training includes techniques such as laboratory and t-group training, communication workshops and outward board's trips. The purpose of sensitivity training is to make employees more aware of their own behaviour and how their behaviour is perceived by others. It also increases the participants' awareness and acceptance of the differences between them. In terms of this type of training, small groups of eight to fourteen individuals who are strangers to each other are usually grouped together and assisted by a trainer. During the discussion, employees discuss themselves, their feelings, and the group process (Grobler et al., 2006:130).

2.8.1 TRAINING AND DEVELOPMENT PROGRAMMES

In the view of Grobler, Warnich, Carrel, Elbert and Hatfield (2004:345), training needs have to be determined first. In respect of this, a basic "communication-linking process" between both parties is required. Training must be addressed in such a way that it covers the employees' performance-development needs and is in accordance with their job descriptions. Both the employee and the employer have to work together in order to determine what the employees do not know. They must also identify training method which exert an impact on the job, so that he/she can be trained in order to fill that particular gap. The employee should be granted the responsibility to make decisions regarding his/her training, while employers should provide their

employees with opportunities to improve their foundational skills so as to enable them to cope with more complex situations.

The American Society for Training and Development recommends a minimum of 40 hours of training a year for every employee (Kreitner and Kinicki, 2007:124).

In addition to the previous arguments, McConnell (2004:159) supports a partnership approach between the employees and their companies in determining training needs, as well as the involvement of the employees in setting up training goals. By being involved, employees will not only support the training programmes, but their morale will also be enhanced. Training is a life-long process which must be continued beyond the initial qualification in an effort to maintain, upgrade and update skills throughout the person's working life. Employees should understand how their jobs affect the bottom line. As with training, both company and employee must hold shared/collective responsibilities in the employee education process (Noe, Hollanbeck, Gerhart and Wright, 2003:399).

Firstly, the employee must carry out self-assessment, where he/she is expected to identify his/her opportunities and needs for improvement. The second step is a reality check where the employee identifies which needs can realistically be developed. The third step comprises goal setting. Here, the employee identifies goals and methods in order to determine his/her progress towards the goal. The final step consists of action planning, where steps and timetables are identified in order to reach the desired level of development.

During the self-assessment stage, employee behaviour is expected to provide assessment information in order to identify the strengths, weaknesses, interests and values pertaining to the career of the individual. During the reality check, the company communicates the performance evaluation, and where the employee fits in regarding the long-range plans of the company.

During the goal-setting stage, the company ensures that goals are exact, challenging and attainable. Subsequently, the company must make a commitment to assist the employee in reaching the goal. During the final stage, the company identifies the resources that the employee will need to reach the goal, including courses and work experience.

2.8.2 EFFECTIVE TRAINING AND DEVELOPMENT IN THE ORGANISATION

Effective employee training leads to an increase in quality goods and services as a result of potentially fewer mistakes. Consequently, accuracy, effectiveness, good work, safety practices and good customer service can be expected. An intelligent and well-trained workforce is central to both productivity and the success of an organization. Organizations can save money by retaining valuable employees: the costs of recruitment and training of new entrants can be avoided.

Another gain from the training identified is its effects on quality. Training provides employees with skills that improve their performance. As human performance increases, business performance also improves. Rothwell and Kazanas (2006:234) are of the opinion that training not only influences the bottom line, but is also critical in cost saving. As a consequence of employee training, the level of turnover is reduced.

It is also important to train and develop the managers and supervisors of an organization. Many managers are appointed managers because of their skills and expertise in their own job functions, but lack the knowledge and experience to manage people. They may be referred to as non-managers and McConnell (2004:239) advises that non-managers should be trained in the scientific problem-solving process. This includes diagnosing, setting objectives, deriving alternate courses of action, evaluating different causes, selecting a course, and testing and implementing it. One of the major causes of mistakes in business is a lack of discipline in the non-manager's approach to problem solving.

In participative management, employees put forward their ideas, thus contributing to solving problems that affect the organization. Investing in training and development is imperative for any organization, which will certainly realize a return on investment in training and developing their workers. Those who neglect this important aspect of human resource management are bound to suffer the consequences as warned by Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner (2004:167), who state that investing in employee training and education is vitally important in today's competitive marketplace. When companies fall behind in the development of their human resources, they are prone to fall behind in countless other ways as well. The above is confirmed by Noe et al. (2003:51) in their comment on the fact that we live in very turbulent times. Changes occur frequently in organizations, in jobs and in the way they are performed. Nowadays, it is important for managers to help people to grow in confidence, and to develop new skills to cope and adapt to the challenges of change.

Workers are essentially assets to an organization and should therefore be treated as human capital. The implications of more investment in them would raise expectations from them in terms of performance. Their improved skills and behaviour will give the organization its competitive edge. Perry (2007:95) asserts that human capital represents the human factor in the organization. The combined intelligence and skills and expertise of employees give the organization its distinctive character. The human elements of the organization are those that are proficient of learning; striving for change, innovation and provision of creative thrust, which if properly nurtured will ensure long-term survival of the organization.

Training may also be regarded as a solution to a number of problems, such as substandard quality resulting from skills deficiencies and the voluntary turnover of employees seeking more rewarding jobs. It may also reduce the involuntary turnover of employees who are terminated because of skills deficiencies and may provide a means of preventing skills obsolescence.

2.8.3 ORGANISATIONAL TRAINING

Training refers to the acquisition of the skills, knowledge and capabilities required to perform a task, by means of teaching. Noe et al. (2003:251) defines training as “a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees”. Although the list of reasons for conducting training sessions is exhaustive, Rothwell and Kazanas (2006:212) categorise them into two sets: 1) to fill a "performance gap" as identified during the performance management process; and 2) to fill up a "growth gap", that is, to be promoted or to be able to fill another open position in the organization.

Other studies worthy of consideration have been carried out to determine the reasons why organisations should train their employees. Many organizations are forced to train only to reclaim their Skills Development Levies (SDL) which they pay monthly to government. Others do not even take advantage of this, and regard it as a cost to the company. They consequently do not bother with the training and development of workers. This seems to be an international problem, as confirmed by Robbins et al. (2003:157). The unfortunate situation is that many managers pay lip service to training, while allowing unsystematic and inefficient training practices to flourish. It is hardly surprising, therefore, that the NDPW lags behind its main competitors in the training and development of people at work.

2.9 PERFORMANCE APPRAISAL

There has been large number of research in past several decades on performance appraisal (Bretz, Milkovich & Read, 1992; Fisher, 1989). Performance appraisal sounds simple but researches tell us that it is normally used in performance feedback and identify individual

employee's strengths and weaknesses (Ruddin, 2005). The use of performance appraisal system by organization has been counted between 74 to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for different reasons which include Human resource decisions, evaluation and feedback (Cleveland, Murphy & Williams, 1989).

The different work that was dominated by psychologists that focused on the psychometric characteristics of appraisal for supervisors in their performance evaluation (Milkovich & Wigor, 1991). Psychologist focused on employee's reaction to appraisal and shared view in which performance appraisal take place (Levy, 2000; Levy & Williams, 2004). Nasud argued that evaluation structure is important tool that recover the value of employees performance (Nasud, 1999). Performance appraisal establishes reward system that will combine the effort of leaders and the worker of organization to the common goals of their organizations (Cleveland, Murphy, & William, 1989). For achieving high performance goal of organization performance appraisal is very important component of human resource management. The information gathered and performance appraisal provide basis for recruitment and selection, training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance (Lillian, Mathooko, & Sitati ,2011). Performance appraisal is often including performance management system. Performance management systems manage and align all the organization, resources in order to achieve the maximum possible performance (martin, 1998). (McMaster, 1994; Williams, 2002) argued that performance management include determining the strategic objective, establish team goals, plan of performance developed, analyze the performance (by using appraisal system) identified need of development and Assign rewards.

The various techniques are used for performance appraisal that is can be divided as Traditional and non-traditional form. The traditional method of appraisal is also known as "Free Form

Method” it is just involved the supervision and description of employee performance by his boss or superior (IJBMR, 2012). From the last few years the non-traditional form of appraisal is common in practices (Coens and Jenkins, 2000; Lawler, 2000). (Dorfman, 1986; Locke & Latham, 1984; Latham & Wexley, 1981) Mostly these techniques are used in throughout world for appraisal method.

1. Assessment center
2. Behaviorally anchored rating scales (BARS)
3. Human resource accounting method
4. 360 Degree Performance Appraisals
5. Management by objectives (MBO).

Assessment centre involves the informal events, tests and assignment that are given to the group of employees to evaluate their capabilities (IJBMR, 2012). Behaviorally Anchored Rating Scales is new method that is consist of predetermine critical areas of performance or it's set of behavior statements that describe important job qualities what is good and what is bad (Dargham, 2000). Human resource accounting method the performance of employee is assessed in term of input and cost of employees (IJBMR, 2012). (Sharma, 2012) 360 degree involves the feedback of employee's performance by anyone who has contact with employee in organization. In 360 degree include Self-appraisal, Superior appraisal, Subordinate appraisal, Peer appraisal.

These approaches are less structured than the traditional system which is less focuses on the rankings and ratings and more emphasis on arranging meetings between employees and supervisor (Sharma, 2012).

2.10 BRIEF HISTORICAL BACKGROUND OF THE SELECTED ORGANIZATIONS

DELTA STATE CIVIL SERVICE COMMISSION:

The Delta State Civil Service Commission (CSC) is a government agent that is constituted by legislature to regulate the employment and working condition of civil servants, oversees hiring and promotions and to promote the values of the public service. The origin of the public service in many jurisdiction was the white paper colonial 197 issued in 1946 which set out measure which was proposed to improve the quality and efficiency of the colonial service of the British Administration. Every country has its Civil Service Commission.

This body is an executive body that has the author to make appointments, transfers and to exercise disciplinary control over all state Civil Servants. It could not be an exaggeration to say that Delta State Civil Service Commission Recruitment is one of the vibrant and transparent Civil Service Commission in the country looking at the array of personalities the state Governor, Dr Ifeaniy Okowa has appointed to man the affair of the commission.

ANIMAL CARE NIG. LTD:

Animal care service organization was originally known as consult Nig. Ltd. Very much popular in the business of commercial poultry production, commercial livestock feed milling, aquaculture, manufacturing procurement and distribution of animal health care products and technical laboratory services. The organization focused on being the foremost operator in livestock industry in Nigeria through its dedicated and highly professional staff, which was achieved through effective selection technique.

The organization was established in 1979 as a sole proprietorship business in a room apartment, which gradually grown over the years to become a leading operator in Nigeria livestock industry with regional branches and feed milling plants in Kano, Asaba, and head office in Ogere.

The organization's presence has cut across the length and breadth with sales representatives and agent nationwide.

The company is also involved in educating prospective and practicing farmers on the most viable husbandry practices.

GLOBACOM NIGERIA LIMITED:

Globacom Limited is a Nigeria multinational telecommunication company. Glo is a privately owned telecommunication company that begins operations on the 29th August, 2003 in Nigeria.

Globacom is privately owned by Mike Adenuga Group.

The sole aim of introducing and launching Globacom in Nigeria on the 29th of August, 2003 was to provide telecommunication service to the people of Nigeria as a means of solving the problem of inadequate communication flow.

Although Glo Mobile was the fourth telecommunication operator in Nigeria, within seven years of the company's operation, its subscriber base has grown to over 25 million. It has a reputation as one of the fastest growing multinational carrier in the world and the vision for Glo is to be the biggest and best carrier in Africa. Globacom currently operates in four countries in West Africa namely Republic of Benin, Ghana, Ivory Coast and Nigeria. Its Headquarter is in Lagos, Nigeria because it is 100 percent a Nigerian owned company.

2.11 THEORETICAL FRAME WORK

This study is guided by reflection and Attribution theory of personality, which we discussed below:

Once the manager or assessor has some kind of concrete experience of the candidates, this information can be used reflecting on that experience to form a view of the candidates (Leopold *et al*, 2005). Attribution theorists begin from the premise that we naturally try to look for the causes of either our own or other people's behaviour.

These theorists (dating back to the work of Heider, 1958) have sought to uncover the principle we use in deciding the causes of what happens. Basically, these causes can be narrowed down to three kinds.

1. Internal-controllable causes-where the outcome is explained in terms of the individual's own behaviour which he or she can control i.e. effort.
2. Internal uncontrollable causes-where the outcome is explained in terms of the individual's own behaviour, which he or she cannot control i.e. ability.
3. External cause-where the outcome is explained in terms of something outside the individual him/herself, e.g. luck, and other people.

Attribution theory is relevant to selection, because during a selection process an assessor will inevitably find out information about the past work performance of candidates. The candidates may be given the opportunity to explain this past behaviour and in doing this they will make statements that will indicate how they attribute the causes of that performance. Sylvester, Anderson-Gough, Anderson and Mohamed (2002) showed that interviewers have a better impression of candidates who, when asked about previous negative events, provided internal controllable attributions. Where attributions were made that suggested either internal-uncontrollable or external-uncontrollable causes, interviewers had more negative impressions of the candidates. The problem is that research evidence demonstrates that there are regular biases in the ways in which we attribute causation. The fundamental attribution error refers to the strong

tendency to attribute responsibility to the actor who inferred an internal attribution. We tend to ignore situational factors that influenced the behaviour, at least in Western society with its strong emphasis on individual responsibility (Morris and Peng, 1994).

In terms of reflecting on candidate information it is the fundamental attribution error that is more pertinent. Assessors will tend to assume that the “Data” they have about an individual candidate can be attributed to the personal qualities of the individual, rather than seen it as a reflection of his or her situation this candidate may wrongful get credit for successful performance, either during the selection episodes themselves or from previous history, or may wrongfully get behavior that blame for failures. For example in an interview situation, the candidates, behavior is strongly influenced by behavior of the interviewer so that the same interviewee can behave very differently depending on the interviewer’s behaviour (Dougherty Turban and Callender, 1994), or in a group discussion exercise, a normally fairly sly person can appear too dominants because of work with others who are even more shy, while a fairly dominant person may appear reticent because owing to working with a group all high on assertiveness.

2.12 EMPIRICAL FRAME WORK

Onen and Oso (2005) note that a conceptual frame work is a diagrammatic presentation of a theory and that its presented as a model when research variable and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent and dependent variables. The conceptual frame work is therefore a scheme of concepts which the study used in order to achieve the set objectives. In the conceptual frame

work, Recruitment and selection techniques were hypothesized to influence performance, and selection techniques in an organization directly affect the performance of the organization, these include productivity, labour turnover, absenteeism e.t.c

CHAPTER THREE

RESEARCH METHODS

3.1 INTRODUCTION

This segment of the research work aims at providing a brief but vivid description of the procedures and instrument utilized in collecting and analyzing data.

Research methodology has been defined as the systematic rules and procedures upon which research is based against which claims for knowledge and assumptions are proved in favour or against prior assumptions to arrive at a decision (Asika, 2004).

Apparently, it is known that a poorly organized work method weakens the credibility of research work. Thus, this area of study focuses on all the necessary procedure for data collection, analysis of work, population size, sample technique, test instrument, validation of test instrument and the statistical method used to test the hypotheses. In a nut shell, it provides an insight into how data generated were interpreted.

3.2 RESEARCH DESIGN

This section establishes the structure of the study, the methods, procedures used in writing and analyzing the relevant data for the study.

Research design provides a blue print that is used by researcher for a specific structure and strategy in investigating the relationship that exist among variables of the study. According to Nwachukwu (2007:67), Research design refers to a plan for research investigation.

A design is used to structure the research to show how the major parts of the variables relates. There are various research methodologies but the more appropriate and adopted for this study was descriptive statistics and survey approach. This is because the method does not only consider its sample size, it also ensure that the resultant sample, represent the totality of the population. The descriptive nature of the survey implies natural observations of the subjects. For

it descriptive in nature, it would be useful for generating new facts and natural experimentation without intentionally manipulation of the variables of research (Olannye, 2006).

3.3 DESCRIPTIVE STATISTICS AND SURVEY APPROACH

Descriptive statistics research method with survey approach was used because it involved gathering qualitative data from the respondents with a designed instrument which contained a list of questions to be completed by respondents. The researcher, therefore collected data from a given population to explain the present situational condition of that population, which revolves around accessing people's opinion, perception of situations and attitude existing at a particular point.

They are two types of survey, longitudinal and cross sectional. Both are descriptive in nature and are mostly adopted by administrative science researchers.

3.4 NATURE AND SOURCES OF DATA COLLECTION

To ensure the reliability of the information arising from this work, the author adopted the utilization of two data types namely, primary and secondary sources which were obtained through survey, scientific experimentation, observation and documentations.

3.4.1 PRIMARY DATA

The primary sources of data are originally, powerful and more reliable in nature. They are obtained through the administration of questionnaire which reflected on the specific objectives, aimed at eliciting the respondent views. Oral interview was also conducted to select quality employee. Therefore primary sources are the materials on topic upon which subsequent interpretations or studies are based. Anything from firsthand document falls under this category.

3.4.2 SECONDARY DATA

On the other hand it offers an analysis or a restatement of primary source. They often attempts to describe primary sources, some secondary sources not only analyzed primary source, but uses them to argue a contention or to persuade the reader to hold a certain opinion. A lot of materials used for theoretical frame work of this study were obtained from text books, journals, internet download.

In order to access this information, data was collected from the following centers:

1. Delta state university library
2. The use of internet download materials
3. Materials from print media
4. Data from respondents

3.5 POPULATION

Generally, for the purpose of any research work, population can be referred to as an aggregate list of all the elements or objects of interest.

According to Thirkettle, (2001) population is as well defined as an aggregate or complete set of items that share at least one property in common which is subjected to statistical analysis. For the accomplishment of this study, the population comprised of all the cadre of employees of the selected organization.

Population denote the total list of all the elements or objects of a well-defined group being studied (Olannye, 2006:57). It is also defines as any group of people or objects which are similar in one or more ways and which forms the object of study in a particular survey.

Below is a table showing the population and the size of selected organization.

ORGANIZATIONS	POPULATION
Civil service commission	130
Animal care	180
Globacom	190
Total	500

Source: Human Resource Department

3.5.1 SAMPLING PROCEDURE

The sample size of any research work is viewed as the representation of the population from which it was drawn according to (Agbonifoh and Taro Yomene, 1991).

In order to actualize this work, the appropriate number and size of the sample was determined with the aid of Taro Yemene formula.

Formula

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

Where n = Sample size

N = Population

e = Tolerable error (0.5)

$$n = \frac{N}{1 + 500(e)^2}$$

$$n = \frac{500}{1 + 500(0.05)^2}$$

$$n = 500$$

$$n = \frac{500}{1 + 500 (0.05)^2}$$

$$n = \frac{500}{2.25}$$

$$n = 222$$

$$n = 222 \text{ sample}$$

Check each population

$$1^{\text{st}} \quad \frac{130 \times 222}{500} = 58$$

$$2^{\text{nd}} \quad \frac{180 \times 222}{500} = 80$$

$$3^{\text{rd}} \quad \frac{190 \times 222}{500} = 84$$

$$\text{To cross check } 58 + 80 + 84 = 222$$

The sample size of 222 was obtained using Taro Yamene model (1984) it shall be distributed equally among the selected organization.

3.5.2 SAMPLING TECHNIQUE

This research work, utilized the simple random sampling method. A procedure used, and eventually led to picking of those employees from a selected organization as participants. The procedure used was involved in grouping the selected organizations in Asaba, and setting up of a table of random number whereby the least employees from each organization were drawn up and randomly selected using a lottery method systematically.

The sampling random method was applied and resulted at picking every item of the population.

The justification to employ this technique was owing to the following reasons:

1. It provide more convenience
2. It also enhances likely hood of accuracy.

3.6 RESEARCH INSTRUMENT

A structured questionnaire was used which contained a series of questions. It has the advantage of presenting questions in sequence.

Olannye (2006) stated that questionnaire is an instrument for gathering data from respondents to aid in finding solution to research problems. It standardized the result instruments and equally remove the chances of respondent tele-guiding the researcher. The instrument was divided into A and B, A is concerned with the respondent profile while B addressed the items of research questions with a response format which contained a five point linkert scales form whereby the sample respondents were asked to give their views ranging from strongly disagree, strongly agree, disagree, agree and undecided.

This questionnaire was administered to the staff of the selected organization using sample size of 222.

3.7 VALIDATION OF RESEARCH INSTRUMENT

Validity is concerned with the ability of the measuring instrument to measure what it is designed to measure, (Olannye, 2006).

It can as well be seen as the extent to which differences in score on it reflect true differences among individuals on the characteristics that we seek to measure according to (Agbonifoh and Yomene 1991).

In order to ascertain the validity of the questionnaire, the instrument was given to a team of expert of which my supervisor was one of them in the department of business management and marketing who examined and effected necessary corrections. This was to ensure that the instrument measures what it ought to measure.

Content validity was used to ascertain whether the content of the instrument is relevant and appropriate to the aims and objectives of the study.

3.8 RELIABILITY OF THE INSTRUMENT

This refers to the consistency, dependability or stability of the measuring instrument. It is the degree to which an instrument would yield the same response.

To establish the reliability of the instrument, a test retest method was conducted under which the same questionnaire, under the same conditions were given to respondent and eventually, the same outcome was achieved using the Bernstien Conbach Alpha cut off point of 0.7.

3.9 DATA COLLECTION METHOD

The strategy adopted for generating data from respondents involves the administration of validated questionnaire accompanied with a covering letter stating the aims, benefits to the community and assuring them of the confidentiality of their responses.

A linkert five scale questionnaire were designed ranging from Strongly agree, Strongly disagree, Agree, Disagree, Undecided and administered to elicit the respondents view about the instrument.

3.10 ANALYSIS OF DATA

Analysis of data is an engine room of every research work (Nwadinigwe, 2007)

Analysis of data involves the rational processing with the utilization of relevant statistical tools.

The analysis of the study was categorized into three segments.

The first was on respondent's profile, which involved the use of percentages, frequencies and mean score.

The second level of this analysis, dealt with determining the relationship among the variables aided by regression and correlation using the scientific package for social sciences SPSS Version 21 soft-ware.

Lastly, hypothesis was tested accordingly to make sense of the data and arrive at a conclusion which considered the use of decision rule in acceptance or rejection.

The reason for the use of earlier mentioned analytical tools is because it is more appropriate in determining the relationship between two or more variables and to make predications on one variable on the basis of others (Olannye 2006).

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. DATA PRESENTATION

This chapter involves the presentation of data and its analysis.

It presents in table forms, percentages and descriptively the data collected from primary source with the aid of questionnaires. The data reflect directly the aims and objectives of the study which are particularly relevant to the testing of hypothesis that were negatively formulated. The testing of hypothesis was carried out with the application of statistical tools of correlation and regression.

4.2. ANALYSIS OF DATA

The questionnaires which were designed to get the respondent opinion in order to actualize this objective, a number of issues relating to the assessment of selection technique were administered to the personnel in the following work places namely Delta State Civil Service Commission, Animal Care Nigeria Limited and Globacom Nigeria Limited.

A summary of questionnaires and the respond rate is presented here.

Table 4.1 Distribution and Return of Questionnaire

Options	Number Distributed	Number Returned	%Returned	Not Returned	% of not Returned
Civil service commission	58	55	27	3	17.6
Animal Care	80	78	38	2	11.8
Globacom	84	72	35	12	70.6
Total	222	205	100	17	100

Source: *Survey data, from questionnaire administered Oct; 2015*

The above table indicated that out of 222 questionnaire distributed 58 were distributed to Civil service commission, 55 representing 27% were duly completed and returned while 3 representing 17.6% were not returned.

From the table above, it can be seen that in Animal care 80 questionnaires were distributed, 78 returned representing 38% while 2 not returned representing 11.8%.

In Globacom 84 questionnaire were distributed, 72 returned representing 35%, and 12 not returned with 70.6%.

Table 4.2 Gender of Respondents

Gender	Frequency	Percentage %
Male	110	54
Female	95	46
Total	205	100

Source: *Field survey, from questionnaire administered Oct; 2015*

From the table above, 110 (54%) were male and 95(46%) were female. This indicates that male respondents were more in number than the female respondents.

Table 4.3 Age Distribution of Respondents

Age Range	Frequency	Percentage %
20-30year	18	8.8
31-40years	100	48.8
41-50yeas	47	22.9
51 and above	40	19.5
Total	205	100

Source: *Field survey, from questionnaire administered Oct; 2015*

From the table above, the age distribution of respondents which was spread across various age ranges/brackets shows that the highest concentration of 31-40years which account 100 (48.8%) of respondents. It reveals that 20-30years category account for 18 (8.8%) of the

respondents, 47 (22.9%) of the respondents fall under 41-50years, 40 (19.5%) of the respondents fall under 51 and above

Table 4.4 Marital Status of Respondents

Marital Status	Frequency	Percentage %
Married	80	39
Single	125	61
Total	205	100

Source: *Field survey, from questionnaire administered Oct; 2015*

From the table above, it was observed that 80 (39%) of the respondents were married, while 125 (61%) were single.

Table 4.5 Educational Qualification of Respondents

Educational level	Frequency	Percentage%
GCE/WEAC	30	15
OND/B.Sc	80	39
M.Sc	30	15
PHD	5	2
Total	205	100

Source: *Field survey, from questionnaire administered Oct.2015*

From the table above 30(15%) of the respondents had GCE/WEAC candidate, 60 (29%) of the respondents are OND/NCE Holders, 80 (39%) of the respondents had HND/B. Sc educational qualification, 30 (15) of the respondents had M.Sc degree, 5(2%) of the respondents had PHD.

Table 4.6 Religious Background

Religious Background	Frequency	Percentage %
-----------------------------	------------------	---------------------

Christian	140	68.3
Moslem	50	24.4
Traditional	15	7.3
Total	205	100

Source: *Field survey, from questionnaire administered Oct; 2015*

The above table shows that, 140 (68.3%) of the respondent were Christian, 50 (24.4%) of the respondents were Moslem, while 15 (7.3%) were traditional.

Table 4.7: Respondents

Level of Respondents	Frequency	Percentage %
Top Management	30	14.6
Middle Management	75	36.6
Subordinate	100	48.8
Total	205	100

Source: *Field survey, from questionnaire administered Oct; 2010*

The above table shows that 30 (14.6%) of respondents were top management level, 75 (36.6%) of the respondents were at the middle management level, 100 (48.8%) of the respondent were the subordinate.

4.3 ANALYSIS OF OTHER RESEARCH DATA

This section deals with analysis of responses to the available research questions. They are analyzed using correlation, regression and description statistics.

Research Question One: To what extent does selection technique affect employee performance?

Correlation among variable of selection technique is represented as X1 and the questionnaire item, such as adherence, value, effectiveness deployed, and quality are explained by X1₁, X1₂, X1₃, and X1₄ respectively are presented thus:

Table 4.8 Correlation among the variables of selection technique

	X1 ₁	X1 ₂	X1 ₃	X1 ₄
X1 ₁	1			
X1 ₂	.051	1		
X1 ₃	.110	.302**	1	
X1 ₄	.059	.685**	.323**	1

Source: *Analysis of field survey, from questionnaire administered Oct; 2015*

The correlation coefficient for selection technique is shown in table 4.8 above, it indicated that all the indicators of X1 (selection technique) shows a positive correlation among variable.

Specifically X1₁, which is the first variable correlated positively with X1₂ ($r = .051, 0.05$), X1₁, also correlated positively with X1₃ ($r = .110, 0.05$), and lastly X1₁ also correlated positively with X1₄ ($r = .059, 0.05$).

The second variable being X1₂ correlated positively with X1₃ ($r = .302^{**}, 0.01$) and lastly X1₂ also correlated positively with X1₄ ($r = .685^{**}, 0.01$).

The third variable been X1₃ correlated positively with X1₄ ($r = .323^{**}, 0.01$).

Table 4.9 Regression analysis for selection technique

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.824	.994		7.870	.000
1 Selection Technique	.500	.058	.521	8.699	.000

Source: Analysis of field survey, from questionnaire administered Oct; 2015

Dependent variable: Employee performance

In the table 4.9 above, results from the regression analysis showed that selection techniques exhibited a significant positive effect on employee performance

($\beta = .521$, $P < 0.01$). β value show that selection technique has positive effect on firm performance.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.272	.268	1.7191

Source: Analysis of field survey, from questionnaire administered Oct; 2015

In table 4.10, it reveals the extent to which selection technique accounted for change in employee performance indicated by the adjusted R Square, which shows that 26.8% (.268) of the change in employee performance is brought about by selection technique.

Research Question Two: How does existing policy on recruitment and selection affect employee performance?

Correlations of policy on recruitment variable is represented as X2 such as suitability, consistency, transparency and credibility are explained by X2₁, X2₂, X2₃ and X2₄ respectively.

Table 4.11 Correlations of Policy on recruitment

	X2 ₁	X2 ₂	X2 ₃	X2 ₄
X2 ₁	1			
X2 ₂	.298**	1		
X2 ₃	.095	.357**	1	
X2 ₄	.008	.476**	.219**	1

Source: *Analysis of field survey, from questionnaire administered Oct; 2015*

Table 4.11 above, indicated positively for the correlation coefficients of indicators of X₂ (policy on recruitment), an indication that they are a good measure of policy on recruitment. The findings indicated that X₂, which is the first variable correlated positively with X2₂ ($r = .298^*$, 0.01) also correlated with X2₃ ($r = .095$, 0.05). X2₄ ($r = .008$, 0.05). The second variable which is X2₂ maintain a positive correlated with X2₃ ($r = .357^{**}$, 0.01) and lastly correlated with X2₄ ($r = .476^{**}$, 0.01). X2₃ the third variable is positively correlated with X2₄ ($r = .219^{**}$, 0.01).

Table 4.12 Regression analysis for Policy on Recruitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.092	.080		1.153	.250
Policy on Recruitment	.994	.005	.998	205.280	.000

Source: *Analysis of field survey, from questionnaire administered Oct; 2015*

Dependent variable: employee performance

In the table 4.12 above, results from the regression analysis showed that policy on recruitment exhibited a significant positive effect on employee performance ($\beta = .998$, $P < 0.01$). The β value shows that policy on recruitment has a positive effect on employee performance.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.995	.1395

Source: Analysis of field survey, from questionnaire administered Oct; 2015

In the table 4.13, it reveals the extent to which policy on recruitment accounted for change in employee performance indicated by the adjusted R Square, which shows that 99.5% (.995) of the change in employee performance is brought about by policy on recruitment.

Research Question Three: To what extent has placement affects employee performance?

Correlation among the variables of organization's placement (X3) such as effectiveness, trustworthy, applicant's skill and qualified candidate changes are explained by X3₁, X3₂, X3₃, and X3₄ respectively

Table 4.14 Correlation of Organization Implement

	X3 ₁	X3 ₂	X3 ₃	X3 ₄
X3 ₁	1			
X3 ₂	.189**	1		
X3 ₃	.063	.210**	1	
X3 ₄	.083	.425**	.079	1

Source: Analysis of field survey, from questionnaire administered Oct; 2015

In table 4.14 above, it indicated overwhelming positive correlation coefficients of indicators of X3 (Organization placement). The findings indicated that X3₁ which is the first variable correlated positively with X3₂ ($r = .189^{**}$, 0.01), X3₁ also correlated positively with X3₃ ($r = .063$, 0.05) and lastly X3₁ also correlated positively with X3₄ ($r = .083$, 0.05).

The second variable been X3₂ correlated positively with X3₃ ($r = .210^{**}$, 0.01) and lastly X3₂ also correlated positively with X3₄ ($r = .425^{**}$, 0.01).

The third variable been X3₃ correlated positively with X3₄ ($r = .079$, 0.05).

Table 4.15 Regression analysis for Organization placement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.055	.925		8.709	.000
	Organization placement	.511	.056	.539	9.108	.000

Source: Analysis of field survey, from questionnaire administered Oct; 2015

Dependent variable: employee performance.

From table 4.15 above, results from the regression analysis indicated that Organization placement exhibited a significant positive effect on employee performance ($\beta = .539, 0.01$).

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539 ^a	.290	.287	1.6971

Source: Analysis of field survey, from questionnaire administered Oct; 2015

In table 4.16, reveals the extent to which organization placement accounted for change in employee performance indicated by adjusted R-Square, which shows that 28.7% (.287) of the change in employee performance is brought about by organization placement.

Research Question Four: How can performance between public and private organizations be evaluated?

Correlation among the variables of organizational performance (X4) such as stringent, circumstances, training and standardization are represented by X4₁, X4₂, X4₃ and X4₄ respectively.

Table 4.17 Correlations among the variables of organizational performance

	X4 ₁	X4 ₂	X4 ₃	X4 ₄
X4 ₁	1			
X4 ₂	.333**	1		
X4 ₃	-.287**	.225**	1	
X4 ₄	-.063	.034	.306**	1

Source: Analysis of field survey, from questionnaire administered Oct; 2015

Table 4.18 Regression analysis of organizational performance

In table 4.17, the correlation analysis involves the indicators of organizational performance. It reflected over whelming positive and some negative relationship among the variables. X4₁ had a high positive correlation with X4₂ ($r = .333^{**}$, 001). Findings from the result also shows that X4₂ correlates positively with X4₃ ($r = .225^{**}$, 0.01) as well as with X4₄ ($r = .034$, 0.05). X4₃ also indicated a relatively high correlation with X4₄ ($r = .306^{**}$, 001). Hence, the negative correlation coefficient values were ignored as they do not reflect any relationship with the variables.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	8.596	1.083		7.935	.000
	Organizational performance	.481	.066	.454	7.261	.000

Source: Analysis of field survey, from questionnaire administered Oct; 2015

Dependent variable: employee performance.

From table 4.18 above, results from the regression analysis indicated that organizational performance has a significant effect on employee performance ($\beta = .454$, $P < 0.01$).

Table 4.19 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.202	1.7946

Source: *Analysis of field survey, from questionnaire administered Oct; 2015*

From table 4.19 above shows the changes in employee performance which is brought about by technique improved. The 20.2% (.202) of the change in employee performance is explained by organizational performance.

4.4 HYPOTHESES TESTING

Regression analysis was an analytical for testing the hypotheses. Hypothesis testing is really a systematic ways for testing claim or ideas about any given parameter in a population using data measured in a sample. The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

THE DECISION RULE

To validate the earlier stated hypotheses, the decision rule to guide in other to be able to arrive at a meaningful conclusion is stated as follow: when the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted but when the p value calculated is less than the critical level, the null hypotheses would be rejected and the alternate hypotheses would be accepted. According to Gujarati and Porter, (2009) observed that when we reject null hypotheses we say that our findings are statistically significant and vice versa. The probability value however, it is seen, as the least significant level at which a null hypotheses can be rejected. The set level of significance is put at 0.05 (5%), which is the least level of committing a type one error.

HYPOTHESIS ONE (HO₁): Selection technique has no positive impact on employee performance.

Showing the result for the test of hypothesis one

From Table 4.9 Since the critical value established 0.05 (5%) is greater than the calculated (.000) level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant positive relationship between selection technique and employee performance.

HYPOTHESIS TWO (HO₂): There is no significant correlation between the existing policy on recruitment and employee performance.

Showing the result for the test of hypothesis two

From the table 4.12, the critical level of significance of 0.05 is greater than the calculated value ($0.05 > 0.000$) therefore, the null hypotheses is rejected to accept the alternate thereby implying that there is a significant positive relationship between the existing policy on employee performance.

HYPOTHESIS THREE (HO₃)

There is no significant relationship between placement and employee performance.

Showing the result for the test of hypothesis three

Table 4.15 shows that the calculated value (.000) is less than the critical value of 0.05 (5%) i.e. ($.000 < 0.05$). This means that the null hypothesis is rejected to accept the alternate implying that there is a significant positive relationship between placement and employee performance.

HYPOTHESIS FOUR (HO₄)

There is no significant relationship between performance evaluation and employee performance.

Showing the result for the test of hypothesis four

The level of significance that is calculated in table 4.18 above is lesser than the established P-value ($.000 < 0.05$), this lead to the rejection of the null hypothesis and the acceptance of the alternate hypothesis which states that there is a significant positive relationship between performance evaluation and employee performance.

4.5 DISCUSSION OF FINDINGS

The discussion of findings of this research study is presented below.

4.5.1. SELECTION TECHNIQUE AND EMPLOYEE PERFORMANCE

The empirical findings from the descriptive statistics on table 4.8 indicated that, majority of the respondents responded positively to the various constructs in relationship to selection technique and employee performance. Table 4.9, the β value ($\beta = .521, 0.01$) indicated the extent to which selection technique account for the change in employee performance.

Also, table 4.10 reported that 26.8% (.268) of the change in employee performance was brought about by selection technique.

In furtherance, the test of hypothesis in table 4.21 indicated that there is a significant relationship between selection technique and employee performance. These quantities findings give credence to Hunter (2003) assertion that good selection technique requires a methodical approach to the problem of finding the best matched person for the job selection process; preliminary interview, selection tests, employment interview, reference and Background analysis, assessment centre all these should be employed.

This implied that selection technique enhances employee performance.

4.5.2. POLICY ON RECRUITMENT AND EMPLOYEE PERFORMANCE

The result obtained from table 4.11 indicated a positive correlation coefficient values among the indicators that measure policy on recruitment and thus points out to the fact that they were all appropriate measures of policy on recruitment. The model summary on table 4.12, the β value ($\beta = .998, 0.01$) shows that there is a significant relationship between policy on recruitment and employees performance. Table 4.13 indicated the extent to which the variables in employees performance is caused by policy on recruitment that is .995 (99.5%). Is in agreement with the view of Behlander, Snell Sharman, (2001) it is always good for the manager to understand and complied with the recommended codes policies and practices so as to achieve the organizational goals and objectives within the stated period.

4.5.3 ORGANIZATION PLACEMENT AND EMPLOYEES PERFORMANCE

The descriptive statistics analysis on table 4.14 indicated that there is a positive correlation among variable of organization placement. The overwhelming positive correlation suggested that they were all appropriate indicators of organization placement. Furthermore, table 4.15 indicated that the β value ($\beta = .539 0.01$) has an impact on organization placement and employees performance. It shows the extent to which organization placement, accounted for change in employee performance. Table 4.16, reported that 0.287 (28.7%) of the change in employee performance is explained by organization placement.

The result of the hypothesis tested reported that there is a significant relationship between organization placement and employee performance.

This is also in support of (Sisson, 1994) findings that effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding

people with the necessary skill expertise and qualifications to deliver the organizations strategic objectives and the ability to make a positive contribution to the values and aims of the organization.

4.5.4. PERFORMANCE EVALUATION AND EMPLOYEES PERFORMANCE

The result of data analysis in table 4.17 indicated that overall positive correlation coefficient values of performance evaluation is indicative that they are all appropriate indicators of performance evaluation. Table 4.18 shows the extent to which performance evaluation brought about change in employees performance ($\beta = .454, 0.01$). Also, table 4.19 showed that .202 (20.2%) of the change in employees performance was as a result of performance evaluation.

The result of hypothesis tested reported that there is a significant relationship between performance evaluation and employees performance.

This further supports the finding of (Leopold, 2002) that organizations use this practice to increase the likely-hood of hiring individuals who have the right skills and abilities to be successful in the targeted job.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In line with the findings from the various analyses that were employed in the study, as well as the review of relevant literatures, this chapter focuses on discussing the findings from the analyses of data in chapter four, drawing conclusion on the basis of the findings and making appropriate recommendations.

5.2 SUMMARY

The main objective of this study was to assess the impact of selection techniques on employee`s performance so as to bridge this gap in knowledge. Five objectives were spelt out with the aim of addressing the five research questions raised. Five hypotheses were subsequently tested in line with the objectives, and the findings were summarized below:

The reliability test for the measuring instrument by means of Cronbach Alpha coefficient estimation model was used, as a means of testing the reliability of the instrument and the findings revealed that all the sub-scale were considered to be reliable enough, hence it was possible for to conduct the research in line with (Nunnally and Bernstein 1994) cut of point of 0.7. The Cronbach Alpha value measure is .847 which will be accepted.

The analysis of the background profile of the respondents indicates that 54% of the respondents were males and 46% were females. In terms of age, 8.8% of the respondents were 20- 30 years, 48.8% were in the age bracket of 31-40 years, 22.9% were 41-50 years, and 19.5% were in the age bracket of 51years and above. The respondents were also classified in terms of

Marital Status, the analysis shows that 61% of the respondents were single while 39% were married. There were no indications of divorced and others.

In terms of educational qualification, 15% of the respondents possess GCE/WAEC, 29% of the respondents reported that they possess OND/NCE, 39% of the respondents indicate that they have either HND or B.Sc as their highest qualification. 15% reported to be Masters degree holders. 2% had PhD certificate. As regards the religion of the respondents, 68.3% of the respondents indicated that they were Christians while 24.4% indicated that they were Moslem, 7.3% indicated that they were Traditional. In terms of the status of respondents, 14.6% were Top management, 36.6% were Middle management and 48.8% were Subordinate. The result of the descriptive statistics showed that the respondents favoured the statements. The mean of selection technique and employee performance, the highest mean is 'Adherence' 4.600. The policy on recruitment and employee performance is 4.449 (Value). The mean of organization implement and employee performance is 4.385 (effective). Lastly, the mean of technique improved on employee performance 4.356 (stringent).

5.3 CONCLUSIONS

The purpose of this study was to assess the impact of selection technique on employee performance as it relates to public and private organizations. With references to data analysis, conclusions emanating from analysis of questionnaire and testing of hypothesis, it was revealed that the Organization's vision, mission were highly considered in the choice, combination and adaptation of selection technique that will have a favorable impact on employee performances, and that the success of any organization depends on quality of the work force (Salami 2013). It was further revealed that quality personnel base on proper placement enhances organizational performance.

Besides, the goal and objectives of the organization were put into consideration hence it became necessary to select quality employee whose efforts has indicated a positive effect on the organization's image in terms of service delivery.

Moreover, in confirmation with Robbins, (2005) observed that organization's human resources policies, practices represent important force for shapening employee's behavior and attitude, if Human resource selection process is properly designed, it will identify competent employee and accurately match them to the job for implementation.

The author therefore discovered the necessity for organization to be guided by a well formulated policy which has contributed in identifying competent employees whose effort had tremendously geared towards a favourable employee performance in the private sector. This assertion was reached from the findings that a good organizational policy enhances employee performance through the suitability, consistent, transparent and the credibility of the policy.

Indices of performance on employee, the efficiency and effectiveness of public and private organization can never be the same. It has been widely accepted that private sector is more efficient and effective in implementing its activities, the speed at which she uses in producing her products has positively affected her growth and profitability which implies that performing private sector operation is an important objective.

On the other hand, public service sector is negatively affected by speed and zeal in carrying out their primary task. That, can probably be traceable to the fact that civil service is owned by abstract personality that does not need much commitment, therefore, achieving established goal is neglected. In furtherance to the study, it was also discovered that efficiency, effectiveness, prompt service and zeal are important factors which enhanced private sectors performance and inefficiencies, ineffectiveness, lack of commitment and negative attitude are indicators for public service poor performance.

5.4. RECOMMENDATIONS

On the bases of the finding from the study, the researcher recommends the following:-

All organizations whose motives gears towards performance whether in terms of organizational image or profitability should adopt selection methods like serious interview that will consist of top management of various disciplines so that questions can be structured covering different area concerning the topic in question, this will enhance good selection and as a matter of policy, ensure the continually implementation of these techniques in order to boast performance.

Selection program should include several procedures like preliminary interview, background analysis and physical examination for the purpose of achieving a desired outcome.

The use of various techniques to identify the suitability of the applicant should be considered too. Such techniques as assessment centers interview and written test are necessary.

Finally, performance of employee should be monitored strictly to ascertain the success of the selection process used.

5.5. CONTRIBUTION TO KNOWLEDGE

It was contributed that a good selection technique is indispensable for organizational progress. If organization should embark on proper interview and training staff through different means such as seminar and workshop, these technique will give employee an insight of the organization and also shape their attitude about the organizational culture.

Based on the findings and conclusions of the study, the researcher offered the following to strengthen future researchers on assessment of selection techniques.

The study stated that the utilization of a proper and suited selection technique will identify the quality of workforce needed by organization to achieve stated objective, adding that quality employees cares for organizational survival as it influences performance.

Besides, in current competitive world where every organization is changing and encountering one or more challenges from their competitors, it is of paramount importance for organizations to embark on training staff through frequent seminar, workshops so that they can obtain a better way of doing things which can reflect on their performance significantly. These training will give employees an insight of the organization and also shape their attitude towards their organization.

5.6. SUGGESTION FOR FURTHER STUDIES

This study has an issue of limitation in the course of carrying out a survey. The respondents from selected organizations should endeavour to give immediate response. A provision should be made as an official package to motivate the respondents to respond quickly on issues concerning research work.

Further researcher should increase the population and sample size of this work to obtain broader knowledge of the study. They should also use academic environment as a domain.

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APPENDIX I

Sample Questionnaire

Faculty of Management Sciences,

Delta State University,

Asaba Campus.

15th March, 2015

Dear Respondents,

REQUEST FOR THE COMPLETION OF QUESTIONNAIRE

I am a Student of M.Sc in Department of Management, Faculty of Management Sciences, Delta State University, Asaba Campus.

I am conducting a research titled an Assessment of selection techniques on employee's performance in your organization.

I will be appreciated if you kindly respond objectively to the sets of questions contained in this questionnaire.

The exercise is purely academic, whatever may be your views will be treated in confidence.

Thanks, for your cooperation.

Yours faithfully,

Dr. C.G.E. Salami

Supervisor

Maduemezia Patricia

(Researcher)

SECTION A

Questionnaire

Please tick (✓) as appropriate and state your views briefly where necessary.

Demographic variables

Characteristics	Measuring	No of valid responses	Valid percentages
Gender	Male		
	Female		
Age	20-30		
	31-40		
	41-50		
	51 and above		
Marital status	Married		
	Single		
Educational	GCE/WEAC		
	OND/B.Sc		
	MSC		
	PH.D		
Religion	Moslem		
	Traditional		
	Christianity		

SECTION B

Instruction: The questions in the subsection of the questionnaire are designed to elicit information about the impact of recruitment and selection techniques on employee's performance.

Please answer by ticking [✓] in the option that suits your choice using the following scale.

SA = Strongly Agree

A = Agree

U = Undecided

D = Disagree

SD = Strongly Disagree

Sixteen questions are available as following.

QUESTIONS

Question 1: What type of recruitment and selection technique is used by public and private organizations

S/N	Statements	SA	A	U	D	SD
1.	There is different between the technique used in the private and public organization					
2.	Effectiveness of selection technique has created a good image of the organization there by producing quality product					
3.	As a result of selection technique used the individual employee can function effectively in other productive department					
4.	Selection technique has brought effectiveness and efficiency to employee performance					

Question 2: What are the existing policies guiding recruitment and selection in both organizations

S/N	Statements	SA	A	U	D	SD
1.	The decision to hire skilled personnel has yielded higher productivity					
2.	Most policies concerning selection techniques are carefully formulated by senior management for a competitive advantage.					
3.	A good recruitment and selection policy promotes organizational progress.					
4.	Meeting organizational standard and specification arises as an outcome of recruitment and selection policy.					

Question 3: To what extent has placement affected Employee performance

S/N	Statements	SA	A	U	D	SD
1.	Can a good placement increase productivity					
2.	A good result from structured interview can determine employee placement					
3.	Selection technique was adopted considering the applicant's skill					
4.	All necessary steps involved in recruitment and selection are strictly considered for placement					

Question 4: How can performance between public and private sectors be evaluated.

S/N	Statements	SA	A	U	D	SD
1.	Performance can be improved with stringent measure.					
2.	The private organizations are more productive in nature					
3.	Training of employee in public sectors are more common					
4.	There is prompt service delivery in the private sector					

APPENDIX II

```

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Descriptive Statistics

	Mean	Std. Deviation	N
Selection Technique	17.156	2.0922	205
Policy on Recruitment	16.420	2.0170	205
Organization placement	16.341	2.1168	205
Performance evaluation	16.249	1.8973	205

		Selection Technique	Policy on Recruitment	Organization placement	Performance evaluation
Selection Technique	Pearson Correlation	1	.526**	.535**	.293**
	Sig. (2-tailed)		.000	.000	.000
	N	205	205	205	205
Policy on Recruitment	Pearson Correlation	.526**	1	.545**	.457**
	Sig. (2-tailed)	.000		.000	.000
	N	205	205	205	205
Organization placement	Pearson Correlation	.535**	.545**	1	.374**
	Sig. (2-tailed)	.000	.000		.000
	N	205	205	205	205
Performance evaluation	Pearson Correlation	.293**	.457**	.374**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	205	205	205	205

CORRELATIONS

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Correlations

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[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Adherence	4.600	.7181	205
Value	4.268	.6724	205
Effectiveness	4.137	.8806	205
quality	4.151	.8584	205

Correlations

		Adherence	Value	Effectiveness	Quality
Adherence	Pearson Correlation	1	.051	.110	.059
	Sig. (2-tailed)		.470	.116	.402
	N	205	205	205	205
Value	Pearson Correlation	.051	1	.302**	.685**
	Sig. (2-tailed)	.470		.000	.000
	N	205	205	205	205
effectiveness	Pearson Correlation	.110	.302**	1	.323**
	Sig. (2-tailed)	.116	.000		.000
	N	205	205	205	205
quality	Pearson Correlation	.059	.685**	.323**	1
	Sig. (2-tailed)	.402	.000	.000	
	N	205	205	205	205

** . Correlation is significant at the 0.01 level (2-tailed).

CORRELATIONS

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Correlations

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	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=Suitability Consistency Transparency Credibility /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.17

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Suitability	4.449	.7881	205
Consistency	4.044	.6882	205
Transparency	3.990	.8401	205
Credibility	3.956	.7689	205

Correlations

		Suitability	Consistency	Transparency	Credibility
Suitability	Pearson Correlation	1	.298**	.095	.008
	Sig. (2-tailed)		.000	.173	.905
	N	205	205	205	205
Consistency	Pearson Correlation	.298**	1	.357**	.476**
	Sig. (2-tailed)	.000		.000	.000
	N	205	205	205	205
Transparency	Pearson Correlation	.095	.357**	1	.219**
	Sig. (2-tailed)	.173	.000		.002
	N	205	205	205	205
Credibility	Pearson Correlation	.008	.476**	.219**	1
	Sig. (2-tailed)	.905	.000	.002	
	N	205	205	205	205

** . Correlation is significant at the 0.01 level (2-tailed).

CORRELATIONS

/VARIABLES=ineffective combination applicants skill unqualified candidate
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations

		Notes
Output Created		25-JAN-2016 13:36:53
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=effective Trustworthy applicants skill qualified candidate /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.11
	Elapsed Time	00:00:00.28

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Effective	4.385	.9144	205
Combination	3.980	.7794	205
Applicants skill	4.034	.8710	205
Qualified candidate	3.941	.8837	205

Correlations

		Effective	Combination	Applicants skill	Qualified candidate
Effective	Pearson Correlation	1	.189**	.063	.083
	Sig. (2-tailed)		.007	.366	.239
	N	205	205	205	205
Combination	Pearson Correlation	.189**	1	.210**	.425**
	Sig. (2-tailed)	.007		.002	.000
	N	205	205	205	205
Applicants skill	Pearson Correlation	.063	.210**	1	.079
	Sig. (2-tailed)	.366	.002		.260
	N	205	205	205	205
Qualified candidate	Pearson Correlation	.083	.425**	.079	1
	Sig. (2-tailed)	.239	.000	.260	
	N	205	205	205	205

** . Correlation is significant at the 0.01 level (2-tailed).

CORRELATIONS

/VARIABLES=stringent circumstances training standardization
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations

		Notes
Output Created		25-JAN-2016 13:37:29
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=stringent circumstances training standardization /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:01.14
	Elapsed Time	00:00:01.15

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
stringent	4.356	.8717	205
circumstances	4.034	.7694	205
training	3.976	.7698	205
standardization	3.844	.9420	205

Correlations

		Stringent	circumstances	training	standardizatio n
stringent	Pearson Correlation	1	.333**	-.287**	-.063
	Sig. (2-tailed)		.000	.000	.367
	N	205	205	205	205
circumstances	Pearson Correlation	.333**	1	.225**	.034
	Sig. (2-tailed)	.000		.001	.624
	N	205	205	205	205
training	Pearson Correlation	-.287**	.225**	1	.306**
	Sig. (2-tailed)	.000	.001		.000
	N	205	205	205	205
Standardization	Pearson Correlation	-.063	.034	.306**	1
	Sig. (2-tailed)	.367	.624	.000	
	N	205	205	205	205

** . Correlation is significant at the 0.01 level (2-tailed).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Selection Technique ^b		Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.272	.268	1.7191

a. Predictors: (Constant), Selection Technique

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	223.637	1	223.637	75.671	.000 ^b
	Residual	599.944	203	2.955		
	Total	823.580	204			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Selection Technique

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.824	.994		7.870	.000
	Selection Technique	.500	.058	.521	8.699	.000

a. Dependent Variable: Employee Performance

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Employee Performance
/METHOD=ENTER Policy on Recruitment.

```

Regression

		Notes
Output Created		25-JAN-2016 13:40:06
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R ANOVA
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
	/DEPENDENT Employee Performance	
	/METHOD=ENTER Policy on Recruitment.	
Resources	Processor Time	00:00:00.19
	Elapsed Time	00:00:00.28
	Memory Required	1820 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Policy on Recruitment ^b		Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.995	.1395

a. Predictors: (Constant), Policy on Recruitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	819.632	1	819.632	42140.002	.000 ^b
	Residual	3.948	203	.019		
	Total	823.580	204			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Policy on Recruitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.092	.080		1.153	.250
	Policy on Recruitment	.994	.005	.998	205.280	.000

a. Dependent Variable: Employee Performance

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN (.05) POUT(.10)
/NOORIGIN
/DEPENDENT Employee Performance
/METHOD=ENTER Organization Implement.

```

Regression

Notes

Output Created		25-JAN-2016 13:40:42
Comments		
	Active Dataset	DataSet1
	Filter	<none>
Input	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Employee Performance /METHOD=ENTER Organization placement
	Processor Time	00:00:01.01
	Elapsed Time	00:00:01.08
Resources	Memory Required	1820 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organization placement ^b		Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539 ^a	.290	.287	1.6971

a. Predictors: (Constant), Organization placement

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	238.908	1	238.908	82.950	.000 ^b
	Residual	584.672	203	2.880		
	Total	823.580	204			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organization placement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.055	.925		8.709	.000
	Organization placement	.511	.056	.539	9.108	.000

a. Dependent Variable: Employee Performance

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Employee Performance
/METHOD=ENTER Technique Improved.

```

Regression

Notes

Output Created		25-JAN-2016 13:41:48
Comments		
	Active Dataset	DataSet1
	Filter	<none>
Input	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Employee Performance /METHOD=ENTER performance.
	Processor Time	00:00:00.27
	Elapsed Time	00:00:00.44
Resources	Memory Required	1820 bytes
	Additional Memory Required for	0 bytes
	Residual Plots	

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Performance evaluation		Enter

- a. Dependent Variable: Employee Performance
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.202	1.7946

- a. Predictors: (Constant), Performance evaluation

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	169.793	1	169.793	52.721	.000 ^b
	Residual	653.787	203	3.221		
	Total	823.580	204			

- a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Performance evaluation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.596	1.083		7.935	.000
	Performance evaluation	.481	.066	.454	7.261	.000

- a. Dependent Variable: Employee Performance

RELIABILITY

/VARIABLES=Selection Technique Policy on Recruitment Organization Implement Technique Improved Employee Performance

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE

/SUMMARY=MEANS.

Reliability

Notes

Output Created		25-JAN-2016 13:44:04
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Matrix Input	
	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Selection technique Policy on Recruitment Organization placement Employee Performance /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.03

[DataSet1]

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	205	95.3
	Excluded ^a	10	4.7
	Total	215	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.846	5

Item Statistics

	Mean	Std. Deviation	N
Selection Technique	17.156	2.0922	205
Policy on Recruitment	16.420	2.0170	205
Organization placement	16.341	2.1168	205
Performance Evaluation	16.249	1.8973	205

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	16.515	16.249	17.156	.907	1.056	.133	5

