

CHAPTER ONE

**STAFFING PROCESS AND JOB PERFORMANCE IN BANKING SECTOR-A STUDY OF
GTB NIGERIA PLC**

BY

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DEDICATION

This research is dedicated to God Most High for his mercies and loving kindness, also to my Parents, Siblings, Friends, and my Supervisor for being there, and serving as guides for me through my stay in Mountain Top University.

CERTIFICATION

This is to certify that this research project was carried out by **SEWEJE OLUWAFEYISAYO DAVID** at the department of Industrial Relations and Personnel Administration, and Mountain Top University Ogun State, Nigeria under my supervision.

Name of the Supervisor

Signature & Date

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ABSTRACT

Employee's job performance is a function of diverse factors at any point in time in the work organization. Past studies have not been able to explain the job performance of employee within the context of staffing process. On this basis the study explained staffing process and employee job performance in GTBank, Nigeria, Plc. Both systems management and administrative management theory were employed as framework, research design was purely survey. The population of this study comprised of 400 staff from the headquarters of GTBank, Nigeria, Plc and the sample size was 200 determined by Yaro Yamane's formula. Multi-task sampling technique was employed involving purposive and systematic sampling techniques.

The research instrument used was a questionnaire, while 68% of the respondents were males, 31.5% were females. The largest proportion of the respondents (30.7%) were within the range of 30-39 yrs and the lowest proportion was (23.1%) who were 60yrs and above. More so 79.4% of the respondents had married, (16.9%) were single while (3.8%) had divorced. Majority of the respondents (52.5%) had masters degree and the smallest proportion (2.5%) were diploma holders. On the issue of comprehensive recruitment process that enhanced employee efficiency, 35.0% of respondents strongly agreed, 33.9% agreed, 15.0% disagreed while 13.1% strongly disagreed. As to whether GTBank centered its recruitment process on required Sales, knowledge and ability of existing employees, 56.3% respondent strongly agreed, 30.6% agreed, and 13.1% disagreed. On the issue of ensuring right people were put in the right place during selection process, 46.3% of the respondent strongly agreed, 17.5% agreed, and 36.6% disagreed. As to whether employees were involved in developing strategic plan, 29.4% strongly agreed, 60.0% agreed, 10.6% disagreed.

The first hypothesis is a significant relationship between recruitment process and employee efficiency. The second hypothesis significantly showed relationship between selection process and job performance. Hypothesis three significant revealed association relationship between placement of employees and job performance. Hypothesis four indicated a significant relationship between training of employees and productivity in the organization.

Employee job performance is a critical factor that determines the success or otherwise of any work organization. In view of this, organization should undertake comprehensive recruitment process, so as to enhance employee's efficiency.

CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Job performance evaluates when a person performs a job well. Job performance, researched academically as part of the technological and operational system psychology, also forms a part of human resources management. Output is an essential criterion for corporate outcomes and progress. John P. Campbell defines job output as a variable at the individual level, or what a single individual does. This differentiates it from more encompassing systems, which are higher-level factors, such as organizational performance or national performance. This research examines job performance and how staffing process has an influence on it. Job performance in an organization can be positive or negative depending on how the staffing process affects the employees. In a case of positive job performance benefits are brought about in the organization such as organizational growth, job opportunities, profit gain e.t.c and all this depends on the positive influence that staffing process has on employees which can be increase in salary, good leadership, job promotion and all this can be said to act the opposite way when there is negative job performance which is also influenced by staffing process.

Job performance refers to the performance of individuals in their tasks. Job performance is influenced by organizational environment variables, including physically challenging jobs, employee productivity, stress levels, and prolonged working hours, in addition to preparation and natural abilities (such as dexterity or an innate skill with numbers). Poor Conditions and high tension will lead to compromises in lifestyle patterns such as smoking and/or poor diet, and then have a can negative impact on work results. On the other hand, bad circumstances and increased tension can cause health behaviors such as smoking and/or poor diets to be disrupted, which then have increasing adverse effects on job results. Well-structured work environments, low stress, and a positive supervisor will significantly improve job performance on the other end of the continuum. Job efficiency is an integral aspect of productivity and safety in the workplace. On the other end of the spectrum, Well-designed work conditions, low tension, and a friendly boss will significantly improve jobs performance. Job performance is an important part of workplace productivity and safety. Job performance is a way within a job, role, or organization to achieve an objective or collection of goals (Campbell, 1990), but not the actual results of the actions performed within a job. Campbell (1990) affirms that job performance is not a single action but rather a complex activity

The research focuses on GTBank one of the top banking companies in Nigeria. Guaranty Trust Bank plc is a global, Nigerian financial institution, with its headquarters in Victoria, Lagos, providing services in the field of online / Banking, retail, corporate banking, wealth management and investment banking. The guaranty Trust Bank plc was formed in 1990 into Nigerian public service licenses as a limited liability corporation and started operations in February 1991. In September 1996, Guaranty Trust Bank plc was named a public corporation and received the President's Merit Award for the Nigerian Stock Exchange. A universal banking license was issued in February 2002 and in 2003 the Central Bank of Nigeria (CBN) named a settlement Bank. The Bank has over 10,000 employees.

1.2 STATEMENT OF THE PROBLEM

Research still shows that it is difficult for banking sectors to maintain an effective staffing process that will bring out an effective job performance. Researches have been made by past researchers on the influences of job performance in organizations such as Impact of environmental climate on job performance, Effect of motivation on employee performance (by Elizabeth Wairimu Waiyaki), Impact of job related stress on employee performance by (R.G. Ratnawat, Dr P.C. Jha) Employee relationships and Organizational performance by Chege Josphat Karanja) (Impact of Training and Development on employee performance by SaghirJaved) (Job stress and it's impact on employees performance by Dr S.T Sharief) but still there are still problems arising from organizations based on the it's job performance and that is why this research is being taken so as to show the influence of staffing on job performance in GTBank Nigeria plc.

It's one thing for an organization to have a running staffing system and it's another thing for that same organization to have an effective job performance thus affecting employees sense of value or worth and also affecting the organizations growth rate in its environment. Which there is an

increasingly need for an organization to have a different mindset in the understanding of proper staffing system in order to promote effective job performance.

1.3 RESEARCH QUESTIONS

1. What is the link between recruitment process and employees' efficiency?
2. What is the relationship between selection process and job performance?
3. What is the association between placement of employees and goals attainment?
4. What is the link between training of employees and productivity in the organization?

1.4 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the influence of staffing on job performance in GTBank, Lagos State, Nigeria. From this, the following specific objectives are put forward:

1. To examine the link between recruitment process and employees' efficiency.
2. To verify the relationship between selection process and job performance.
3. To examine the association between placement of employees and goals attainment.
4. To examine the link between training of employees and productivity in the organization.

1.5 RESEARCH HYPOTHESIS

The following hypotheses will be tested in this study:

H₀: There is no significant relationship between recruitment process and employees' efficiency.

H₁: There is significant relationship between recruitment process and employees' efficiency.

H₀: There is no significant relationship between selection process and job performance.

H₁: There is significant relationship between selection process and job performance.

H₀: There is no significant association between placement of employees and goals attainment.

H₁: There is significant association between placement of employees and goals attainment

H₀: There is no significant link between training of employees and productivity in the organization.

H₁: There is significant link between training of employees and productivity in the organization.

1.6 SIGNIFICANCE OF THE STUDY

In order for this study not to be futile, it has to be needful by a number of organizations amongst which are

Firstly the study is expected to increase knowledge and understanding of the staffing methods on effective job performance of employees in institutions and organizations.

Secondly it will provide a deeper understanding of the appropriate staffing methods to be adopted by commercial banking organization to influence employees work performance.

Thirdly it will develop talent which could involve coaching and mentoring an employee, developing a career plan and offering management and leadership development opportunities.

Lastly it increases workplace diversity which many organizations consider to be not only a priority but a necessary innovation.

1.7 Scope of the study

This research is going to be conducted in Lagos state and specifically focused on staffing method and its effect on job performance in GTBank. It also limited to employees who have been

working in the Company for at least 12 months and have experience reward system in the Company.

1.8 OPERATIONAL DEFINITION OF TERMS

Staffing: Staffing is the function of recruiting, screening and selection of employees carried out to fill work openings within an organization or corporation.

Recruitment: Recruitment can be described as the quest for and obtaining of the desired knowledge, expertise and experience of a pool of potential candidates, to permit an organization to select the right people to fill vacancies against clear descriptions and job specifications.

Selection: Personnel selection is the aspect of the recruitment process to choose an employee from among a reduced list of outstanding applicants.

Job Performance: is defined as the undertaking of complex series of actions required for them in their job description that integrate the skills and knowledge of the employee(s) to produce a valuable result. It also can be defined to reflect the quality and quantity of the employee's output, presence at work, accommodative and helpful nature and timeliness of output.

Work Performance: is defined as the undertaking of complex series of actions that integrate the skills and knowledge of the employee(s) to produce a valuable result. It also can be defined to reflect the quality and quantity of the employee's output, presence at work, accommodative and helpful nature and timeliness of output.

CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPTUAL REVIEW

Staffing is the managerial function of recruitment, selection, training, developing, Promotion and salary of workers. Staffing is the process of recruiting and creating the personnel needed to fill in the various positions in the organization. It involves estimating the number and type of personnel required. It includes evaluating, hiring and creating, retaining and strengthening its expertise and performance, the amount and type of staff required. Staffing is the mechanism by which people are identified, evaluated, put at work and assessed.

"We need to mature our organizational structures, by selecting, assessing et developing personnel properly and efficiently, in order to fulfill the roles designed for the structure," Koontz and O'Donnell said. Personnel are defined as roles within the organizational system, occupying and retaining them. The purpose of these activities is to define employee needs, to store the workforce available, to hire, pick, position, encourage, assess, coordinate the job process, pay, prepare, grow current employees or new hires to perform their duties efficiently and effectively. Personnel recruiting, screening and hiring within a company or corporation is the responsibility of the workforce to fill vacancies. Other Orientation, recruitment, retention and termination are aspects of work which can be addressed by a personnel agency. This work is mostly managed by consultants at different personnel levels outside of a company. Smaller companies can work case by case, while bigger organizations can endure several job periods over one year. Staffing can be used by companies of any size to hire temporary or permanent workers. Human resources, staff control and recruiting are several similar concepts and divisions. Staffing consists of various processes which are:

Recruitment involves attracting candidate to fill the positions in the organization structure. The need for positions must be defined before hiring. It makes it easier to hire applicants from the outside. It's easier for companies with a positive public profile to draw eligible applicants. Selection means that the individual workers are approved through different actions from the application forms received from separate internal and external channels. Selection is the process according to Dale Yoder whereby applicants who are to be offered employment or are not divided into two classes by employment. Training is an instrument of developing the employees by increasing their skills and improving their behavior. Technical, managerial skills are needed by the employees for performing the jobs assigned to the. Training is required to be given to new employees as well as existing employees. The methods to be used for training and the duration for which training should be given is decided by the management according to the objectives of the training, the number of persons to be trained and the amount of training needed by the employees.

Development is a continuous process. It is for refreshing information knowledge and skills of the executives. In the case of development, off the job methods are used. It provides wider them capable to face organizational problems and challenges in a bold manner. Management development is a planned systematic process of learning. It is designed to induce behavioural change in individuals by cultivating the mental abilities and inherent qualities through the acquisition and Understanding of use of new knowledge.

Performance Appraisal is one of the oldest and most accepted universal principles of management. It refers to all the formal procedures used in working organizations to evaluate the personalities, contributions and potentials of group members. It is used as a guide by formulating a suitable training and development programme to improve the quality of performance in his present work.

2.2IMPORTANCE OF STAFFING

Staffing is an important management function. It relates to the recruitment, selection, development, training, and compensation of human resources in an organization. It is a continuous management function and involves the top management of most businesses. Staffing plays a very important role in any organization. It enables the organization to effectively and efficiently discharge all other management functions. The key reasons why staffing is important in organizations:

1. Staffing helps to define and acquire professional and workers for different purposes.
of Work.
2. It helps to boost production volume and quality by correcting person on the right job.
3. It leads to improving employee satisfaction.
4. It enables greater efficiency by appointing the right person for the right work.
- 5It lowers labor expenses by avoiding the waste of staff.
6. It allows company to expand and diversify.
7. It provides continuing survival and business growth through employee advancement.

2.3APPROACHES TO STAFFING

In staffing decisions, there are four major approaches that multinational firms use which includes ethnocentric, polycentric, geocentric, and regiocentric methods.

2.3.1 ETHNOCENTRIC STAFFING APPROACH:

This relies heavily on the parent company's norms and procedures, where corporate employees from the home country usually occupy senior management roles. These executives are called nationals of parent corporations, or PCNs. This strategy is practiced very frequently by Japanese and Korean businesses. The ethnocentric approach to recruitment means that we hire people from our parent country to fill positions all over the world. For example, if we want to fill an executive role in a foreign country, we could:

- Relocate one of our existing employees who are permanent residents of our parent country.
- Hire a person from our parent country who lives or wants to live in the host country.

When opening a new branch in a new country, we use the ethnocentric approach, because it will be easier for the policies and procedures of our organization to be moved from the parent country to the new branch. As a guideline, our parent country's expatriates can compose less than (20 percent) of a foreign office so that we reduce the overall cost of recruiting and avoid losing the local community's pulse.

2.3.2 POLYCENTRIC STAFFING APPROACH

The polycentric approach to staffing focuses heavily on the host company's standards and procedures, where corporate employees from the local country usually occupy top management roles. These managers are deemed citizens of the host country, or HCNs. It is called a polycentric approach when a business adopts the policy of restricting recruitment to the host country's nationals (local individuals). The aim of following this strategy is to gradually reduce the cost of international operations. Even those organizations that initially support the ethnocentric approach can gradually shift to the polycentric approach. The key goal of handing over control to the local people is to ensure that the organization better recognizes the dynamics of the local economy, the political situation, the cultural and legal requirements. The businesses that implement this technique typically have a localized HR department that manages the company's human resources in that region. This strategy for employing executives to oversee the branches is primarily embraced by many foreign corporations running their branches in advanced countries such as Britain and Japan.

2.3.3 GEOCENTRIC STAFFING APPROACH

One ethnicity or another does not rely on the geocentric approach to staffing. Instead in a global pool of candidates with the most qualified employees picked, top management vacancies take place. These managers are known as third-country nationals, or TCNs. The most qualified applicants are chosen so that their race is not underlined. When an organization, regardless of race, adopts the strategy of recruiting the best applicants for the positions it provides, it is referred to as a geocentric approach. This strategy is followed by organizations that are currently international in nature, as a global strategic business paradigm is employed. Because many considerations, such as political and ethnic factors and government rules, limit HR activities, it is difficult to take this approach. However, Big multinational organizations typically follow a geocentric approach with great results. Organizations typically use manpower agencies or consultants with international ties and credibility as source candidates, in addition to traditional sources, for international recruitment, especially on foreign soil. Global organizations need to develop an internal employee database and an efficient monitoring system to recognize the most appropriate individuals for global postings in order to allow effective use of the internal source of recruitment.

2.3.4 REGIOCENTRIC STAFFING APPROACH

A more recently defined approach, the regiocentric hiring approach, is where workers from a specific area occupy top-level management roles (North American region, European Region, Asian region, etc.). Similar to the polycentric approach, this approach represents a geographic area rather than a single country. For example, a U.S. company in Mexico may consider employing a Canadian employee to fill a management role. The Multi National Corporations hire the best suited employee for their work, regardless of their nationality, according to foreign hiring strategies.

The regiocentric methodology can be applied to the organization and the product plan. In the geographical background

It is important to expertise and recruit the natives of the area. If product awareness is key, nationals of parent countries with ready access to corporate information sources may be drawn in. One deficiency of the regiocentric strategy is that regional managers cannot grasp the perspective of the headquarters managers. Also, corporate headquarters may not employ enough managers with international experience.

2.4 NEED FOR EFFECTIVE STAFFING

Efficient management of workers simply means getting the right employees, and enough of them in the right positions consistently. Well-managed and well-trained workers are better equipped to do their work and support their clients, which can lead to better sales, happy customers and a rise in repeat business.

i Good Employees = Good Service

Efficient staffing management begins by hiring the right people for open positions. You have a better idea of who best represents your business as you hold interviews in person and ask potentially staff pertinent questions about your industry. Recruiting effective, expert personnel lets the organization achieve a reputation for reliable goods and services. Recruiting unusable or unfamiliar workers will turn clients off and make you lose company.

ii Shorter Lines Benefit Customers

Hiring enough staff to run your company effectively will make customers know that you value their time and are dedicated to providing them with reliable, timely service. When they are overworked or are attempting to do the work of many people, even the best workers cannot perform to their full capacity, which can lead to irritability and impatience with both employees and clients. It will help you provide seamless, customer-friendly service by evaluating your staffing needs and ensuring that you have enough qualified professionals in place to cover daily shifts.

iii Trained Employees Perform Better

You create well-rounded people who have a working understanding of their roles and those of their colleagues when you train workers on all aspects of their jobs and give them insight into other positions in your organisation. Knowledgeable workers are better able to answer questions from clients, handle complaints and provide better quality service. Frustrated clients may be generated by untrained workers who have to find a boss or send people away without support or knowledge.

It can build an effective team dynamic by choosing the right people to work together, leading to more efficient delivery of goods and services. Scheduling all new staff together can cause chaos, and scheduling all veteran staff together can create a leadership battle. Creating A routine with a complementary combination of personality styles would align the process and result in a more effectively run move.

v Poor Staffing Leads to Business Decline

Untrained and unsupervised employees will wreak havoc with your business. An employee unfamiliar with your goods can sell things they do not want or need to consumers, causing animosity and resentment; an employee without basic safety skills can trigger an accident resulting in your company's liability; and too few employees employing a shift can generate

long waiting for customers who then decide to take their company elsewhere. Many of these challenges can be eliminated by good staffing management and the overall efficiency of company operations can be increased.

2.5 STAFFING IN NIGERIAN ORGANIZATIONS

Globalization and the spread of information technology have taken a new approach on Recruitment and screening process worldwide. With the launch of globalization, applicants now obtain application forms via online platforms. This trend is gradually rooted in Nigeria workplace with manifestation in banking, manufacturing, and telecommunication sectors. For emphasis, some of these companies now adopt Computer Based Test (CBT) where shortlisted candidates are selected in batches to take part in the computer based examinations at designated centres across the country and their results are released as promptly as possible. This new trend gives room for sanity and reduces the barriers of transportation costs and risks involved in traveling from one city to another.

Although, this new trend has its inherent threats due to slow pace of technological development in Nigeria where most cities and towns lack modern technology to aid 24 hours online real time internet services and the continual power failure. Another trend that is currently rooted in Nigeria is the use of outsourcing where hiring function is outsourced to recruiting firms to allow organizations to concentrate on some other pressing issues. Today, most organizations in Nigeria rely on the expertise and professionalism of recruitment agencies for filling vacant job positions while the agents also have demonstrated competence by providing their clients with qualified and competent applicants with the highest probability of succession their job. However, some uncertified recruitment agencies seem to be doing the worst by extorting job applicants at the slightest opportunity.

2.6JOB PERFORMANCE

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Success is an important factor for the performance of the company. The efficiency of employment applies to how people do their work. Job performance is influenced by factors in the workplace environment, including physically challenging jobs, employee morale, stress levels, and longer working hours, in addition to preparation and natural abilities (such as dexterity or an innate skill with numbers).Bad circumstances and high stress can cause health behaviors such as smoking and poor diets to be disrupted, which then have increasing adverse effects on job performance. Well designed work environments, low stress, and a supportive employer can greatly increase job performance on the other end of the spectrum. Job performance is an important part of workplace productivity and safety.

2.7 THEORETICAL FRAMEWORK

In explaining staffing in relation to job efficiency, the Systems Management Theory along with other theories will be used.

This theory argues that organizations consist of various components that must operate in conjunction for the optimum functioning of the larger system. The performance of the organization thus depends on synergy, interdependence and ties between sub-systems. Employees are the key component of a company, and teams, working groups and business divisions are all central to success. According to this theory, to assess the best management strategy, managers should analyze trends and incidents within the organization. To ensure success, they need to cooperate and work together on projects.

Administrative management theory

This theory was developed by Henri Fayol, a senior executive and mining engineer, when he analyzed an enterprise from the viewpoint of the managers and circumstances they could encounter. He claimed that leaders had six key roles, such as forecasting, preparation, communication, command and control, and established concepts that defined how leaders could coordinate and communicate with their teams. He indicated that the principles should not be static, but that the manager should be left to decide how to manage them effectively and efficiently. The values which he outlined are:

Initiative: This is concerned with the grade of independence that workers can have without being coerced or ordered to perform their duties.

Equity: This theory means that everybody in the organisation, because it should be a kindness place, should be treated fairly.

Scalar chain: This theory notes that A chain must exist of supervisors reaching from the top management to the bottom and that contact usually runs from top to bottom. He stressed that the coordination mechanism across the command chain is not subject to a difficult law.

Remuneration of personnel: This theory applies to the assertion that the wages of the individual and the company should be either nominal or non-monetary, depending on the success ratings.

Unity of direction: This theory states that only one boss can oversee the community operation in order to accomplish a single objective per department.

Discipline: This theory calls for workers to be polite and compliant and an organization to lay down rules and regulations that explain rules, strong oversight and a system of compensation.

Division of work: It asserts that management's ultimate behavior is to be split and that team members have duties to make them effective and effective depending on their expertise and desires.

Authority and responsibility: Within this theory, an employee's responsibility to fulfill the duties designated should be balanced—the right to make controls, and make decisions—with the duty to make judgments.

Unity of command: This is the argument that only an immediate boss commands workers and is only responsible to them.

Subordination of individual interest to general interests: The needs of the individual and the organization must be harmonized, while the organizational interest should be given preference, as it would be of value for the individual.

Centralization: This theory involves centralizing the top authority at the top management level, which has the power to take the most critical decisions in an organization.

Order: This theory states that the right individual must be in the right job for an organization to work efficiently and therefore all materials and personnel must be given the necessary space.

Stability of tenure: According to this principle, employees must have job security to be efficient.

Espirit de corps: The refers to the assumption that a single team effort must be made and that teamwork is often greater than the sum of individual results.

2.8 EMPIRICAL REVIEW

The process of recruiting, positioning and supervising workers in a company is staffing. It is linked to the recruitment, selection, development, training and compensation of managerial staff, according to Smriti Chand(2002). Teachers constitute the institutions' most valuable workers and their position is incomparable. The efficiency, ability and effectiveness of these teachers (Milos Milutinovic and Raihan Mahmood Kaderery,2013) are highly dependent on the success or failure of the institutions. The ways in which teachers carry out their duties decide the institutions' success or failure. That is why organisations, in particular educational institutions in general, have been motivated to pay attention to the selection and use of the right people There was a mistake (Milos Milutinovic and Raihan Mahmood Kadery,2013). Recruitment, even due to contemporary changes, has become an important problem:

globalization, massification, higher education mobility (Wilen-Daugenti and McKee, 2008). In particular, the globalization of higher education forces universities to increase technological and knowledge awareness, cooperate with other universities and generate strong branding (Wilen-Daugenti and McKee, 2008). To this end, it is imperative to have personnel guidelines. Efficient management of human resources (Middlewood and Lumby 1999) is a key to the high quality of college experience, as it can increase the continuity, commitment and performance of academic and non-academic workers at universities. They also argue that educational institutions need an effective human resource plan, as it provides a pro-active and constructive framework to handle unexpected and challenging changes in education (Middlewood and Lumby, 1999). It is committed to recruitment and selection practices that are free, competitive and based on merit, according to the University of Sydney (2014). The University's strategic and organizational priorities and its dedication to equality and diversity in work practices will be expressed in recruiting and selection practices. Through its educators, the aims of an educational system are realized. These teachers teach, undertake research and give community services. These tasks are huge that they require not only knowledge and skills, they need intelligence, too. Teachers need to be knowledgeable in the subjects they teach, relate what they teach in the classroom with learners' real life situations so the students know the economic, social, cultural and political environments of the society they come from. Teachers need to be intelligent, too. In their relation with their students and workmates, they have to show social and emotional abilities as students depend upon their guidance and teaching. Students' acquisition of knowledge, development of skills and attitudinal changes are greatly affected by their teachers.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter explains the methods used and followed in the research process. It describes the research data, area of study, population of study, sample technique, sources of data and validation of instrument, reliability of instrument, method of data collection and methods of data analysis. Questionnaire was used for this research project. Mixed method approach was adopted including both quantitative and qualitative methods. Quality approach was used to strengthen the quantitative aspects and provide an opportunity for the researcher to observe the Impact of Employees' training on Organizational Productivity.

3.1 RESEARCH DESIGN

The study will adopt a descriptive survey research design. According to Nwoegu (2006), descriptive survey design is concerned with collecting data from a sample of a population order to describe conditions or the relationship Existing, holding of opinions, processes that are happening, obvious effects or developing trends. A survey as defined by Soeters, Joseph, Shields and Rietjens (2014) is done by a researcher in order to elicit information from the sample of a population so as to draw references about the entire population.

3.2 THE STUDY OF THE ORGANISATION

The focus of the research is on GTbank, one of Nigeria's largest banking companies. Guaranty Trust Bank plc, also referred to as GTbank or simply GTB, is a Nigerian multinational financial institution with its headquarters in Victoria Island, Lagos, providing online/internet banking, retail banking, corporate banking, investment banking and wealth management services. Guaranty Trust Bank plc has been incorporated as a limited liability company authorised to provide Nigerian banking and commercial services In 1990 to the public and started operations in February 1991. Guaranty Trust Bank plc became a publicly traded company in September 1996 and received the Merit award from the Nigerian Stock Exchange President. The Bank was issued a universal banking license in February 2002 and subsequently named a settlement bank in 2003 by the Central Bank of Nigeria (CBN). The Bank has a workforce of over 10,000.

3.3 POPULATION OF STUDY

According to Akande and Owolabi (2009), the total number of sample observations is taken is known as the population. Since this research focuses on GTB NIGERIA PLC The study was limited to the staff of the headquarters of GTBank 5, Oyinjola Yemi street Victoria Island Lagos The population of this study comprised of 400 staff from the headquarters of GTBank Nigeria PLC as obtained from the secondary data in form of the company records in the human resource department.

3.4 SAMPLE SIZE

A sample size is the representation of every element in the total population of study. Due to the large population of GTB NIGERIA PLC, the sample size of 200 was selected for the study

Yaro Yamane's formula was used to determine the sample size based on the percentile proportional division of the workers in GTB NIGERIA PLC.

n= Number of sample size

N= population size

1= constant

e= level of significance of error assumed to be 0.05:

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

n= sample size =?
 N= population size =400
 E= proportion of sample error =5% or 0.05

$$n = \frac{400}{1 + 400(0.0025)}$$

$$n = \frac{400}{1 + 1}$$

$$n = \frac{400}{2}$$

$$n = 200$$

The sample size was 200 and this is a true representation of the total population.

3.5 SAMPLING TECHNIQUES

A technique was used for multi-stage sampling to get a true representative sample of the total population of the study. It involved taking samples in stages using bits of units at each stage. The stages involved are as follows:

Stage 1- GTBANK NIGERIA PLC was purposively chosen for this study.

Stage 2 –The next stage was systematic sampling technique in which sampling was based on fixed interval where total population will be divided by sample size to get the interval (N/n).

Stage 3 -Simple Random Sampling- This involved the use of balloting method to pick the sample in which every member of the population has equal chance of being selected.

3.6 SOURCES OF DATA

This theory was based on both primary and secondary data. A well-structured questionnaire will be constructed to collect data. The questionnaire will consist of open ended and closed questions.

3.7 METHOD OF DATA COLLECTION

This study will make use of quantitative method. The instrument that will be used for quantitative method is a well-structured questionnaire.

3.8 INSTRUMENT OF DATA COLLECTION

Questionnaire was the instrument used for this study. The questionnaire comprised of general questions to provide related information in respect of all respondents.

3.9 DATA ANALYSIS METHOD

The bio-data of the respondents' and the research questions answered will be analyzed using the frequencies and percentages on demographic variables of the respondents. Meanwhile, percentage will be computed for the calculated 'strongly agreed', 'Agreed', 'disagreed' and 'Strongly disagreed' statements. Also, the percentage will be calculated from the frequency of respondents to the items.

Also, the hypotheses will be computed using inferential statistical tools. Null hypotheses (H_0) would be tested using correlation at 0.05 level of significance. This is because, is one of the most suitable inferential statistical tools which can determine whether significant relationship exists or not. The researcher will be employed IBM SPSS 25.0 version software for the data calculation and data storage.

3.10 Reliability and Validity of Data

In order to ensure the validity of the instruments, content validity will be used, where the items in the questionnaire will be checked considering the research purpose. An expert judgment will be sought from the supervisors who will assist in the validation of the

instruments. The validity helps in identifying items in the questionnaires that need restating and removing those that are not important in the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed. Apparently, there were 200 copies of the questionnaire. carefully administered on respondents; however, 160 copies were correctly filled and returned at the stipulated time. This means 80% percent response rate. Thus, 160 copies of

questionnaire received from respondents were presented and analyzed using Software Package for Social Science (SPSS) for easy understanding.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaires administered	200	100
2.	Questionnaires retrieved and used for the final analysis	160	80
3	Number of questionnaires not retrieved and discarded due to errors.	40	20

Source: Field Survey 2020

Table 4.1 above provides the response rate to questionnaires administered. A total of 200 copies of questionnaire were administered to the staff of Guarantee Trust Bank according to our sample size determination. The total number of questionnaires retrieved after administration was 160, the number of questionnaires not retrieved and discarded due to errors were 40. This means 80% response rate was achieved.

4.2: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

This section presents the analysis of demographics of the sample respondents based on their gender, age group, marital status, educational level, Number of years spent so far in the organization and current position in the organization.

Table 4.2.1: Demographic information of respondents

Variables	Frequency	Percentage (%)
Gender		
Male	110	68.75
Female	50	31.25
Age Group		
29 years and below	35	21.8
30-39 years	49	30.7
40-49 years	60	37.5
50-59 years	11	6.9
60 years and Above	5	3.1
Marital Status		
Single	30	16.9
Married	126	79.4
Divorced	4	3.8
Educational level		
Diploma	4	2.5
Bachelors' degree	22	13.8

Master's degree	84	52.5
Doctorate degree	60	37.2
Others	3	2.0
Work experience in the Organisation		
5 years and below	30	18.8
6 – 10 years	62	38.8
11 – 15 years	28	17.5
16 –20 years	27	16.7
21 years and above	13	8.2
Position in the organization		
Senior management	49	30.6
Middle management	33	20.6
Supervisory	30	18.8
General Staff	46	28.7
Others	2	1.3
TOTAL	160	100.0

Source: Field Survey 2020

Table 4.2.1 presented the demographic information of the respondents. The results of this analysis are summarised thus:

It can be seen that 110 of the respondents representing 68.75% were male while 50 respondents representing 31.25% were female. Majority of the employees that participated in this survey were male.

The age group of the respondents was also analyzed, result showed that 35(21.8%) respondents were 29 years and below, 49(30.7%) were between 30-39 years, 60(37.5%) were between the ages 40-49 years, 11(6.9%) were between the ages 50-59years while 5(3.1%) were between the ages 60years and above. This implies that majority of the sample employees were in the age range 40-49 years i.e large proportions of the employees were in their middle age.

Also, the marital status of the respondents, as shown in table above, 30(18.8%) respondents were single, 126(78.7%) respondents were married while 4(2.5%) had been divorced. From the result. It can be seen that majority of the respondents were married.

Information was also collected on the educational level of respondents, 4(2.5%) of the respondents have Diploma, 22 respondents representing 13.8% have Bachelor's degree ,84 respondents representing 52.5% have Master's degree, 60 respondents representing 37.2% have doctorate degree while 3 respondents representing 2.0% have other certificate. Results indicate that a relatively small percentage of employees only earned a diploma, but a greater proportion achieved high qualifications such as doctorate degree and Master's degrees.

In addition, the table shows the work experience of the employees in the organization under study. Based on the result, 43 respondents representing 26.9% have spent 5 years or below in the organization, 62 respondents representing 38.8% have up to 6-10 years working in this organization, 28(17.5%) respondents have between 11-15 years of experience also,

27 respondents representing 16.7 % have 16-20 years' experience working in the organization while 13 respondents representing 8.2% have spent 21 years and above' in that organization.

Lastly, the distribution of the respondents based on their position in the organisation are also shown as follows, 49(30.6%) respondents hold the position of senior management, 33 representing 20.6% of the respondents were in Middle management level, 30(18.8%) were in supervisory level, 46(28.7%) were general staffs while 2(1.3%) occupy other positions in the organisation. Majority of the respondents were either in the top management level or general staff. However, their response will be valuable to this research.

ANALYSES OF RESEARCH QUESTIONS

4.3. The Link between Recruitment Process and Employees' Efficiency.

This section presents the answer provided by the respondents to research question one that seeks to evaluate whether there is a relationship between the recruitment process and employees' efficiency.

Table 4.3.1. GT Bank undertakes comprehensive recruitment process which helps in enhancing employees' efficiency.

Items	Frequency	Percent (%)
strongly agree	56	35.0
Agreed	59	36.9
Disagreed	24	15.0
strongly disagreed	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.3.1 above revealed that 35.0% of the respondents strongly agreed that GT bank undertakes comprehensive recruitment process which helps in enhancing employees' efficiency, 36.9% agreed, 15.0% disagree while 13.1% strongly disagree that GT bank undertakes comprehensive recruitment process which helps in enhancing employees' efficiency. This implies that GT bank undertakes comprehensive recruitment process which helps in enhancing employees' efficiency.

Table 4.3.2: Recruitment process in GT Bank is based on the required skills, knowledge and ability of existing employees.

Items	Frequency	Percent (%)
strongly agree	90	56.3
Agreed	49	30.6
Disagreed	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.3.2 above revealed that 56.3% of the respondents strongly agree that recruitment process in GT bank is based on the required skills, knowledge and ability of existing employees, 30.6% agreed while 13.1% disagree recruitment process in GT bank is based on the required skills, knowledge and ability of existing employees. This implies that recruitment process in GT bank is based on the required skills, knowledge and ability of existing employees.

Table 4.3.3: GT Bank recruitment process help in achieving effective utilization of human resource.

Items	Frequency	Percent (%)
strongly agree	75	46.9
Agreed	49	30.6
Disagreed	21	13.1
Strongly disagreed	15	9.4
Total	160	100.0

Source: Field Survey 2020

Table 4.3.3 above revealed that 46.9% of the respondents strongly agreed that GT recruitment process help in achieving effective utilization of human resource, 30.6 % agreed, 13.1 % disagree while 9.4% strongly disagree GT recruitment process help in achieving effective utilization of human resource. This implies that GT recruitment process help in achieving effective utilization of human resource.

Table 4.3.4: GT Bank management understands how recruitment process affects employees' efficiency.

Items	Frequency	Percent (%)
strongly agree	80	50.0
Agreed	50	31.3
Disagreed	20	12.5
Strongly disagreed	10	6.2
Total	160	100.0

Source: Field Survey 2020

Table 4.3.4 above revealed that 80% of the respondents strongly agreed that GT management understands how recruitment process affects employees' efficiency 31.3% agreed, 12.5% disagree while 6.2% that GT management understands how recruitment process affects employees' efficiency. This implies that majority supported thatGT management understands how recruitment process affects employees' efficiency.

4.4. The Relationship between Selection Process and Job Performance

This section presents the answer provided by the respondents to research question one that seeks to evaluate whether there is a relationship between the relationship between selection process and job performance.

4.4.1: During selection process, they ensure that the right people are put in place.

Items	Frequency	Percent (%)
strongly agreed	74	46.3
Agreed	28	17.5
Disagreed	58	36.3
Total	160	100.0

Source: Field Survey 2020

Table 4.4.1 above indicated that 46.3% of the respondents strongly agreed that During selection process, they ensure that the right people were put in place. 17.5% agreed while 36.3%

disagreed. Majority of the respondents strongly agreed that during selection process, they ensure that the right people were put in place.

Table 4.4.2: Better job performances are achieved as they ensure that the people selected have the right mix of skill.

Items	Frequency	Percent (%)
strongly agree	40	25.0
Agreed	90	56.3
Disagreed	12	7.5
strongly disagree	18	11.2
Total	160	100.0

Source: Field Survey 2020

Table 4.4.2 above revealed that 25.0% of the respondents strongly agreed that Better job performances were achieved as they ensure that the people selected have the right mix of skill

While 56.3% agreed, 7.5% disagree while 11.2% strongly disagree that better job performances were achieved as they ensure that the people selected have the right mix of skill. This implies that majority of the respondents supported that better job performances were achieved as they ensure that the people selected have the right mix of skill

Table 4.4.3: The overall qualities of service provided by the employees are excellent

Items	Frequency	Percent (%)
strongly agree	40	25.0

Agreed	50	31.3
Disagreed	60	37.5
strongly disagree	10	6.2
Total	160	100.0

Source: Field Survey 2020

Table 4.4.3 above indicated that 25.0% of the respondents strongly agreed that the overall qualities of service provided by the employees were excellent. 31.3% agreed, 37.5% of the respondents agreed while 6.2% strongly disagreed. Hence, from the responses, this indicated that few were of the opinion that the overall qualities of service provided by the employees were excellent.

4.4.4: Employees know, do their jobs in accordance to their job description

Items	Frequency	Percent (%)
strongly agree	90	56.3
Agreed	49	30.6
Disagreed	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.4.4 above indicated that 56.3% of the respondents strongly agreed that Employees know, do their jobs in accordance to their job description. 30.6% agreed, while 13.1% of the respondents agreed. Hence, from the responses, this indicated that many were of the opinion that Employees know, do their jobs in accordance to their job description.

4.5: The Association between Placement of Employees and Goals Attainment

This section presents the answer provided by the respondents to research question one that seeks to evaluate whether there is a relationship between the **association between placement of employees and goals attainment**

4.5.1: Employees are involved in developing strategic plans.

Items	Frequency	Percent (%)
strongly agree	47	29.4
Agreed	96	60.0
Disagreed	17	10.6
Total	160	100.0

Source: Field Survey 2020

Table 4.5.1 indicated that 29.4% of the respondents strongly agreed that employees were involved in developing strategic plans. 60% agreed while 10.0% disagreed. This implies that majority of them agreed that Employees were involved in developing strategic plans.

4.5.2: Employees are involved in goal target setting.

Items	Frequency	Percent (%)
strongly agree	24	15.0
Agreed	59	36.9
Disagreed	56	35.0
strongly disagreed	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.5.2 above indicated that 15.0% of the respondents strongly agreed that Employees were involved in goal target setting. 36.9% agreed, 35.0% of the respondents agreed while 13.1% strongly disagreed. Hence, from the responses, this indicated that few is of the opinion that Employees were involved in goal target setting.

4.5.3: Employees are well equipped with working tools.

Items	Frequency	Percent (%)
strongly agree	90	56.3
Agreed	49	30.6

Disagreed	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.5.3 above revealed that 56.3% of the respondents strongly agreed that Employees were well equipped with working tools, 30.6% agreed while 13.1% of the respondents disagreed. From the feedback, we find that majority were of the opinion Employees were well equipped with working tools.

Table 4.5.4: Strategic needs are put in place when undertaking employees' placement.

Items	Frequency	Percent (%)
strongly agree	80	50.0
Agreed	50	31.3
Disagreed	20	12.5
Strongly disagreed	10	6.2
Total	160	100.0

Source: Field Survey 2020

Table 4.5.4 above revealed that 80% of the respondents strongly agreed that Strategic needs were put in place when undertaking employees placement, 31.3% agreed, 12.5% disagree while 6.2% that Strategic needs were put in place when undertaking employees placement . This implies that majority supported that Strategic needs were put in place when undertaking employees' placement.

4.5.5: Do you think there is an association between placement of employees and goals attainment?

Responses	Frequency	Percent (%)
Yes	140	87.5
No	20	12.5
Total	160	100.0

Source: Field Survey 2020

In a bid to understand the link between placement of employees and goals attainment, result indicated that 87.5% of the respondents believed that there is a link between placement of employees and goals attainment while 12.5% were of the opinion that there no link between placement of employees and goals attainment. Since majority answered Yes, the findings suggest that there is a link between placement of employees and goals attainment.

4.5.6 State the reason for you answers in 21 above?

Items	Frequency	Percent
--------------	------------------	----------------

Right Placement of employees' helps organization in achieving its goals easily.	110	68.8
Right Placement of employees foster specialization as specialization lead to lead to foster job performance	17	10.6
Right Placement of employees helps the employees to perform excellently in their task	25	15.6
Placement of employees has no Impact on the organization objective.	4	2.5
Total	160	100.0

Source: Field Survey 2020

Table 4.5.6 above indicated that 68.8% of the respondents supported that right Placement of employees' helps organization in achieving its goals easily, 10.6% right Placement of employees foster specialization as specialization lead to lead to foster job performance whereas 15.6% claimed that right Placement of employees helps the employees to perform excellently in their task, while 2.5 % concluded that placement of employees has no Impact on the organization objective. However, the information above shows that majority of the respondent suggested that right Placement of employees' helps organization in achieving its goals easily.

4.6: The Link between Training of Employees and Productivity in the Organization.

This section presents the connection between **the link between training of employees and productivity in the organization.**

4.6.1: Training has enhanced skills, knowledge and attitudes of workers in my workplace and this brought about increase in productivity.

Items	Frequency	Percent (%)
strongly agree	68	42.5
Agreed	84	52.5
Disagreed	6	3.8
strongly disagreed	2	1.3
Total	160	100.0

Source: Field Survey 2020

Table 4.6.1 above showed that 42.5 % of the respondents strongly agreed that training has enhanced skills, knowledge and attitudes of workers in their workplace and this brought about increase in productivity. 52.5% agreed, 3.8% of the respondents disagreed while 1.3% strongly agreed. The result proved that most respondents agreed that training has enhanced skills, knowledge and attitudes of workers in their workplace and this brought about increase in productivity.

4.6.2: Training of staff will always boost workers’ performance and productivity of the organization.

Items	Frequency	Percent (%)
strongly agree	109	68.1
Agreed	51	31.9
Total	160	100.0

Source: Field Survey 2020

Table 4.6.2 indicated that 68.1% of the respondents strongly agreed training of staff will always boost workers' performance and productivity of the organization while 31.9 % agreed. This revealed that training of staff will always boost workers' performance and productivity of the organization.

4.6.3: The type of training received is relevant to workers' efficiency.

Responses	Frequency	Percent
Strongly Agree	70	43.75
Agree	50	31.25
Disagree	30	18.75
Strongly Disagree	10	6.25
Total	160	100.0

Source: Field Survey 2020

By carefully examining the data, it was found that 43.75% of the respondents strongly agreed that the type of training received is relevant to workers' efficiency. 31.25% agreed, 18.75% of the respondents disagreed while 6.25% strongly disagreed. As the majority of respondents strongly agreed, the results showed that the type of training received is relevant to workers' efficiency.

4.6.4: Management has a positive attitude towards training in my workplace

Items	Frequency	Percent
strongly agree	38	23.8
Agreed	96	60.0
Disagreed	25	15.6
strongly disagreed	1	0.6
Total	160	100.0

Source: Field Survey 2020

Table 4.6.4 showed that 23.8% of the respondents strongly agreed that Management has a positive attitude towards training in my workplace. 60.0% agreed, 15.6% of the respondents disagreed while 0.6% strongly disagreed. This means that Management of GT bank has a positive attitude towards training in my workplace.

4.6.5: Do you think there is a link between training of employees and productivity in the organization?

Responses	Frequency	Percent (%)
Yes	140	87.5
No	20	12.5
Total	160	100.0

Source: Field Survey 2020

In a bid to understand the link between training of employees and productivity in the organization, result indicated that 87.5% of the respondents believed that training of employees

and productivity in the organization while 12.5% were of the opinion that there is no link between training of employees and productivity in the organization. Since majority answered yes, the findings suggest that there is a link between training of employees and productivity in the organization.

HYPOTHESES TESTING

Table 4.7.1: Hypothesis One:

H₀: There is no significant process between recruitment process and employees' efficiency.

H₁: There is significant relationship between recruitment process and employees' efficiency.

Correlations

			Recruitment process	Employees' efficiency
Spearman's rho	Recruitment process	Correlation coefficient	1.000	0.615**
		Sig (2-tailed)		.000
	Employees' efficiency	Correlation coefficient	0.615**	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a strong positive correlation between recruitment process and employees' efficiency with correlation coefficient "r" being 0.7615. Therefore, the relationship or association between recruitment process and employees' efficiency is relatively strong. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. That is, there is a significant relationship between recruitment process and employees' efficiency.

4.7.2: Hypothesis Two

H₀: There is no significant relationship between selection process and Job performance.

H₁: There is significant relationship between selection process and Job performance.

Correlations

			Selection process	Job performance
Spearman's rho	Selection process	Correlation coefficient	1.000	0.552 [*]
		Sig (2-tailed)		.000
	Job performance	Correlation coefficient	0.552 [*]	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a positive correlation between selection process and Job performance with correlation coefficient “r” being 0.552, Therefore, the association between selection process and Job performances strong. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that a strong relationship observed between the two variables is significant. Hence, selection process has a significant association which may have high influence on employees’ job performance. To this effect, null hypothesis is rejected, while alternative hypothesis is accepted.

4.7.3: Hypothesis three: .

H₀: There is no significant association between placement of employees and goals attainment.

H₁: There is significant association between placement of employees and goals attainment

Correlations

			Placement of employees	Goals attainment
Spearman’s rho	Placement of employees	Correlation coefficient	1.000	0.751*
		Sig (2-tailed)		.000
	Goals attainment	Correlation coefficient	0.751**	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a positive correlation between placement of employees and goals attainment with correlation coefficient “r” being 0.751. Therefore, the relationship or association between placement of employees and goals attainment is relatively strong. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, alternative hypothesis is accepted while null hypothesis is rejected, meaning that there is significant association between placement of employees and goals attainment,

4.7.4: Hypothesis four:

H₀: There is no significant link between training of employees and productivity in the organization.

H₁: There is significant link between training of employees and productivity in the organization.

Correlations

			training of employees	productivity in the organization
Spearman’s rho	training of employees	Correlation coefficient	1.000	0.732
		Sig (2-tailed)		.000
	productivity in the organization	Correlation coefficient	0.732	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2019

The result above indicated that there is a strong positive correlation between training of employees and productivity in the organization with correlation coefficient “r” being 0.732.

Therefore, the relationship or association between the training of employees and productivity in the organization is relatively strong. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, alternative hypothesis is accepted while null hypothesis is rejected, meaning that there is significant link between training of employees and productivity in the organization

4.8 DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic “The Influence of Staffing on Job Performance in GT bank, Lagos State, Nigeria.” would be discussed.

The general objective of this research is to examine the influence of staffing on job performance in GT Bank, Lagos State, Nigeria. The general objective is further sub-divided into four specific objectives. The research makes use of a survey design in order to get information from selected respondents through structured questionnaire. The resulting data collected were then analyzed using descriptive statistics which arrive at the findings. The findings from the study are presented as follows.

The research assessed the link between recruitment process and employees’ efficiency. The findings showed that there is a significant strong positive relationship between recruitment process and employees’ efficiency. This means that the kind and quality of recruitment process which the employee had undergone determines their efficiency in the organization. The findings agreed with Bartel (2014), he found that recruitment process is a strong determinant of

employees' performance in the organization. A good recruitment process will help the organization select the best candidate for the job.

Researcher also investigated the relationship between selection process and job performance. Findings showed that there is a significant positive moderate correlation selection process and job performance. The process of selection have moderate influence on the job performance, this is evident as Tekleab (2005) in his research also found that selection process have weak-moderate association with the performance of the employees on the job.

In the same vein, the research analyzed the relationship between placements of employees and goals attainment. A strong positive correlation was observed with correlation coefficient "r" being 0.751. Also, the significant value was 0.000 which indicated that the relationship was significant. On that note, the null hypothesis was rejected. This finding agrees with other findings which proved that goal attainment is strongly dependent on the placement of employees.

Lastly, the researcher analyzed the relationship between the training of employees and the productivity in the organization. There was a strong positive significant relationship observed between the training of employees and the organization productivity. On this basis, null hypothesis was rejected, while alternative hypothesis was accepted. Other researchers also attested that frequent trainings of employees in different aspects relating to the business increased the performance across the entire department in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter consists of the summary of the findings, conclusions as well as recommendations for the study. The general objective of this study was to examine the influence of staffing on job performance in GT Bank, Lagos State, Nigeria...

5.1 SUMMARY OF THE FINDINGS

This research is focused on the influence of staffing on job performance in GT Bank, Lagos State, Nigeria. The research examined the link between recruitment process and employees' efficiency. Verified the relationship between selection process and job performance, it examine the association between placement of employees and goals attainment and lastly, it examined the link between training of employees and productivity in the organization.

In the demographic section of the analysis, It was observed that majority of employees that participated in the survey were male, most of the employees were between the ages 40 years to 49 years, majority are married, many had master's degree and the work experiences of majority are between 6-10 years.

According to the result of the poll among the respondents, there appears to be relationship between recruitment process and employees' efficiency. The relationship is said to be positive and significant. The recruitment process will influence employees' efficiency. For instance, if proper recruitment takes place in all various departments in the organization it will hence the efficiency of the employees.

With respect to the relationship between relationship between selection process and job performance the result shows a strong positive correlation. In finding the relationship between selection process and job performance. The result shows that there is a strong relationship between selection process and job performance. This means that, if proper selection process takes place, employees' job performance will be improved. However, the link between training of employees and productivity in the organization has a strong association base on the findings

5.2 CONTRIBUTION TO KNOWLEDGE

The study has contributed to knowledge in the following areas:

Firstly the study is expected to increase knowledge and understanding of the staffing methods on effective job performance of employees in institutions and organizations.

Secondly it will provide a deeper understanding of the appropriate staffing methods to be adopted by commercial banking organization to influence employees work performance.

Thirdly it will develop talent which could involve coaching and mentoring an employee, developing a career plan and offering management and leadership development opportunities.

Lastly it increases workplace diversity which many organizations consider to be not only a priority but a necessary innovation.

SUGGESTIONS FOR FURTHER STUDIES

The study focused on banking industry, future studies focus on petroleum and manufacturing industries.

The study employed questionnaire as a research instrument, other studies can combine questionnaire and in depth interview as research instruments so as to elicit more facts.

Future studies can increase the sample size on the present 200 of this study to 500 in order to give robust understanding and revelation of more facts.

5.3 CONCLUSION

The study concludes based on the findings from the analysis that, there is a relationship between recruitment process and employees' efficiency. Therefore, recruitment process has significant impact on employees' efficiency. Failure of any organization in ensuring proper recruitment process will lead to poor performance by the employees thus, the organisation will be directly affected, for an organization to be productive, training of employees must be one of the major concern of the organization management, this can be easy when the management have positive attitude towards training. When all these are done, it will ensure positive growth and development of employees as well as the organization. Conclusively, this study has shown that staffing have a significant influence on job performance in GT Bank, Lagos State, Nigeria

5.3 RECOMMENDATIONS

Based on the results, the following recommendations have been made.

2. Organizations should undertake comprehensive recruitment process which helps in enhancing employees' efficiency.
3. Recruitment process should be based on the required skills, knowledge and ability to perform the task involved.
4. Organization management should understand how recruitment process affects employees' efficiency in order to ensure that the necessity is done during staff selection.
5. Managers should have a positive attitude towards training in their organization because Training of staff will always boost workers' performance and productivity of the organization.

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