

**STAFFING PROCESS AND EMPLOYEES' PERFORMANCE IN WORK
ORGANISATION:**

A STUDY OF EMERALD LEASING NIGERIA LIMITED

BY

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DECLARATION

I hereby declare that this project report written under the supervision of Dr. Ogundele is a project of my own research work. Information and data obtained from various sources have been rightly acknowledged in the text and lit of references provided. This research project has not been previously presented anywhere for the award of any degree or certificate.

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DATE

CERTIFICATION

I certify that this work was carried out by Umelo, Chinagorom Joy at the Department of Industrial Relations and Personnel Management , Mountain Top University, Ogun State, Nigeria under my supervision.

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DEDICATION

This work is humbly dedicated to God Almighty God for his divine guidance and strength to produce this work and to my loving parents for their support and encouragement. Which have heralded me towards my long cherished dream.

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Abstract

Organisations both in the private and public sector across the globe rely on their employees' for optimum Productivity, Therefore the performance of their employees' is necessary for effective running of the organization. Past studies had examined Employees' performance with little or no attention to staffing process. On this basis the study examined the influence of staffing process and employees' performance.

Synthesis of job characteristics model, Equity theory and Edwin lockes theories provided the framework. The study adopted a descriptive survey research design. A multistage sampling technique consisting of purposive, stratified and simple random sampling were employed. The sample size was 400 and data collection instrument was questionnaire. While 47.4% of the respondents were male, 52.6% of the respondents were female. Highest proportions of respondents (42.1) were within the range of 31-40 years while. As to whether The quality of recruitment improves workers output in the organization, 15.8% Disagreed, 47.4% Strongly Disagreed, 21.1% Agreed,15.8% Strongly Agreed. Hypothesis 1 revealed significant relationship between recruitment and workers output. Hypothesis 2 equally showed significant relationship between placement of employees and their contribution to profit making of the organization. Hypotheses 3 also indicated significant relationship between selection process and target achievement of the organization. Hypotheses 4 showed significant relationship between Training and Employees' performance

Employees' performance is necessary to organizational development, consequently, much attention should be placed on recruiting and selecting highly skilled and competent staff in order to prevent the organization from falling.

Keywords: staffing,process,employees',performance .

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Companies and organizations should focus on improving employees' performance by providing them with a set of tools and abilities to help them deal with new realities and problems (Batarlien, iinien, Vaiit, apalait, & Jaranien, 2017). this will help in building the performance of employees' in the organization.

As other workers, you want to do a good job in your current role, and in order to do so, you need to be aware of what is expected of you. To meet those standards, you will also need assistance and grooming. Job performance as in the form of *performance assessment and management* is an essential Employees' performance has always been a big difficulty in organizational management, and every business organization's main goal is to adopt effective approaches to inspire employees to attain and deliver higher job performance as well as boost organizational competitiveness (Lee & Wu 2011). Employees are viewed as important business resources who assist in the day-to-day activities and operations of a company (Mudah, Rafiki & harahap 2014). Employees' efficiency in carrying out their work responsibilities and assigned tasks is measured. It has to do with how personnel carry out their duties and how they go about doing so. It is a highly sought-after developmental intervention in the HR portfolio and is an important aspect of efficient HR management (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel et al., 2004). Every organisation, is expected to carry out performance evaluation for both the employers and the employees', Performance evaluation is more than just a once-a-year checkup, It is use to check how well, or how poorly an employees' work is in the organisation.

Consistent and constructive communication between you and your manager is required for a successful improvement approach. You'll be able to make modest adjustments to your work performance as needed if you stay in touch with your supervisor throughout, and your boss will be able to assess your performance and ability to accomplish your annual goals if you stay in touch. According to Kiruja and Mukuru (2018) there are some factors which can affect individual performance positively or negatively like effective training, employee motivation, workplace environment, structures, systems and processes . He also stated that the employees who are motivated work hard and always be loyal to their organizations. And the employees who are trained well will perform better.

Business leaders demand employees who are knowledgeable and willing to execute certain jobs since their efficiency is critical to the company's overall growth. To develop a consistent and impartial strategy to evaluating employees in the workplace, leaders must first analyze the basic core advantage and value of employee success.

According to studies (Suwati, Minarsih, and Gagah, 2016), the major aim of employment for someone is not only to earn a living, but also to learn new skills ,achieving self-satisfaction which helps employees' perform properly . Business executives must first analyze the key benefits and value of employee success before coming up with a compatible and objective approach for evaluating people in the workplace. This assists in determining the strengths and limitations of the company's employees. Corporate leaders can use performance tests to determine each employee's degree of performance in the workplace. Employees are among the most powerful people in the organization, and how they perform at work determines whether the company succeeds or fails. You could have a terrific product or give a unique or exceptional service, but if your employees aren't performing properly, all of your efforts will

be for naught. It's difficult to exaggerate the importance of employee performance; outstanding people raise the bar for your company, whilst weak, mediocre, or lazy staff lower the bar and frustrate your customers. Employee success has an impact on the company's culture. Punctual, responsible, and willing to take on responsibility employees contribute to a company culture of respect and trust, which leads to employees staying with your company for longer periods of time, reducing costly employee turnover. Some firms lack the necessary resources to help employees enhance their workplace efficiency, such as computers, which can increase productivity. Instructions should be supplied to those who are unable to use it. Managers can also conduct research on what is new and support employees in working more swiftly and efficiently. As a result of the preceding, the study will look into the relationship between Emerald leasing Nigeria limited staffing procedure and employee work performance.

1.2 Statement to the problem

Employees are seen as a valuable asset in any business, whether for profit or not, and their effectiveness and efficiency influence the firm's success. The rate of business failure, closure, and poor organizational performance has grown in Nigeria as a result of low employee productivity and commercial globalization. Despite the conflicts that exist between stakeholders and employees, employees play a critical role in ensuring that businesses get a competitive edge over their competitors in accomplishing their goals and objectives.

To assess whether or not an individual is working well, a proper performance review must be conducted. Many companies have failed to appropriately evaluate their employees' performance, which may have contributed to their demise. Formal employee performance

assessments that are based on predetermined criteria are no longer acceptable. The most crucial component of performance evaluation is that it identifies who performs well and why. The success of a company is dependent on the performance of its employees. As a result, for many years, public sector performance has been a research priority (Ali,2011). In every business or workplace, employee performance should not be overlooked. All organizations share the same goal of attaining established objectives, and in order to do so, all employees must put up significant effort to perform at a high level. Many employees are reported to have a lack of cooperation, which can result in poor performance.

The performance of Nigeria's manufacturing sector, dubbed the "real sector" recently, has been bad; it has performed poorly when compared to its counterparts in other emerging countries like Nigeria. Poor performance is evidenced by the recent retrenchment of workers across numerous manufacturing companies, as well as the death of several freshly introduced items in Nigeria. Job performance, as measured by performance evaluation and management, is an important component of good HR management and a popular developmental intervention in the HR portfolio (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel et al., 2004). Employee work performance has always been a big difficulty in organizational management, and every business organization's main goal is to adopt effective approaches to inspire employees to attain and deliver higher job performance as well as boost organizational competitiveness (Lee & Wu 2011). Employees are regarded as key business resources that help an organization's daily activities and operations (Mudah, Rafiki & harahap 2014). According to Mowday, Porter, and Steers (2013), the majority of today's employees have a high level of job discontent, which leads to negative attitudes on the job and, as a result, a decline in their performance capacity. As Impressive as these research works were, little or nothing has been done on staffing process and employee work performance. In view of this, a gap is created that the study hopes to fill

through Emperical investigation. It is on this basis the study examines staffing process and employee's performance in Emerald leasing Nigeria limited.

1.3 Research questions

This research seeks to produce answers to the following questions :

1. What is the link between recruitment and workers output?
2. What is the relationship between placement of employees and their contribution to profit making of the organization?
3. What is the relationship between selection process and target achievement of the organization?
4. What is the association between training and employees performance?

1.4 Research objectives

The general objective is to examine the influence of staffing process on employees work performance. However the specific objectives from the above are;

1. To verify the link between recruitment and workers output
2. To evaluate the relationship between placement of employees and their contribution to profit making of the organization
3. To examine the link between selection process and target achievement of the Organization
4. To examine the association between training and employees performance

1.5 Research Hypotheses

H₀: There is no significant relationship between recruitment and workers output.

H₁: There is significant relationship between recruitment and workers output.

H₀: There is no significant relationship between placement of employees and their contribution to profit making of the organization.

H₁: There is significant relationship between placement of employees and their contribution to profit making of the organization.

H₀: There is no significant relationship between selection process and target achievement of the organization.

H₁: There is significant relationship between selection process and target achievement of the organization

H₀: There is no significant relationship between training and Employees' performance.

H₁: There is significant relationship between training and employees' performance.

1.6 Scope of study

This research is basically centered on assessing how staffing process affect the level of employees' work performance in the organization.

1.7 Significance of the study

The outcome achieved from this study is very important as it will help to determine how certain staffing process when put in place result in employees' work performance.

1. It will help employers recruit the right people for the right jobs, which leads to high level of productivity and higher performance. In an organization, when the right people who know how to perform well and what the job position is all about are selected for the job positions, it increases or boost work performance among the workers.
2. It will help in boosting the satisfaction of workers through the recruitment of the right people. When employees' are satisfied with their jobs in the organization is boosted, it motivates them to put in more effort in their work which makes them to perform properly.
3. This study will enable business owners and organizations in understanding the concept of how staffing process influences employees' performance
4. The study can be advantageous for other researchers who are interested in similar problems highlighted in this study

1.8 Definition of key terms

Staffing

This is the selecting and training of individuals for specific job functions and charging them with associated job responsibility. Staffing also has to do with the hiring and firing of workers in the organization

Process

This can be defined as a set of activity used in producing a result

Employee

An employee can be defined as a person who was hired by an employer to provide labor to a company or to another person

Performance

the act or procedure of carrying out a task or function

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the explanation of the project topic is explained in bits, and the explanation of the theories used for the research.

2.2 Conceptual Review

2.2.1 Staffing Process

According to Najadat (2014), Gamage (2014), Ekwoaba, Ikeije, and Ufoma (2015), the staffing process enables organizations to obtain the best qualifications and contributes to preventing the appointment of unqualified people who would cost the organization a lot of money in terms of salary, allowances, and other costs resulting from losses caused by bad staffing decisions, which may cause the. 'Staffing is broadly defined as the process of attracting, selecting, and retaining competent personnel to meet organizational goals,' according to Ployhart (2006, pp. 868). Individuals are chosen, educated, and charged for particular job functions in this process. Dyck and Neubert (2009, pp. 360) define staffing as 'the HRM process of identifying, attracting, hiring and retaining people with the necessary knowledge, skills and abilities to fulfill the responsibilities of current and future jobs in organization'.

The main goal of the staffing process is to achieve the appropriate number and quality of personnel at the lowest possible cost. The process of selecting the perfect candidate might be tough, but in the end, the organization's reputation is dependent on the people it employs (Henry and Temtime, 2009) .

It is a fact that human resource is one of the most important resources for any company, because all other resources, such as money, material, and machine, are limited in every organization. As a result, it is critical that each and every person obtain the appropriate position within the organization in order to

obtain the appropriate job, based on their ability, talent, aptitude, and specializations, in order to assist the organization in achieving the pre-determined goals in the with all of the duties that entails This is how you go about finding the best candidate for the job. Recruiting and retaining people with the relevant skills and experience to fill specific job opportunities. This procedure is advantageous. There are a few factors to bear in mind when employing employees who will have a beneficial impact on an organization's effectiveness. The hiring of personnel is one of the most important roles of management. It refers to the process of locating the right person for the right job at the right time in order to fill a vacancy. As a consequence, everything will go off without a hitch. with 100 percent personnel contribution in the most efficient method possible As a result, it is reasonable to conclude that staffing is a critical function of any company.

2.2.2 Various steps in staffing;

Manpower planning

Humans are regarded as the most important, variable, and sometimes unexpected resource used by a business (Dharamvirsinh, Sarita & Prashant, 2013). One of the most difficult challenges facing management in every company is determining and implementing the most effective method of connecting these persons (people) with positions. This is a strategy for ensuring that the best employees with the relevant talents are employed at the right time and in the right location. The coordination, motivation, and administration of various functions inside a corporation are all part of manpower planning. Without a question, the most vital aspect of any event is preparation.any type of organization Without effective planning, no organization can achieve its goals. Personnel planning is another term for human resource planning. At the corporate, state, and national levels, personnel planning is the process of formulating strategies to align manpower supply with work availability.levels Examining current human resources, forecasting future demands and availability, and taking action Manpower management entails taking steps to ensure that the supply of people and knowledge matches demand preparation.According to Stainer, "manpower planning" is a method for

acquiring, utilizing, improving, and preserving an organization's human capital. Its goal is to synchronize labor demand and availability across multiple categories.

Recruitment

Recruitment is the process of locating potential employees and encouraging them to apply for positions inside the company (Biswas2012). Given that the success of a company's staffing process has a significant impact on the quality of its human resources (Henry and Temtime, 2009), Recruitment is the process of identifying, recruiting, interviewing, assessing, hiring, and onboarding workers. Depending on the size of an organization, different workers are in charge of recruiting. Smaller organizations may just have one recruiter, whereas larger companies may have entire teams of recruiters. In small businesses, recruitment may be handled by the hiring officer. Furthermore, a number of enterprises outsource their hiring to third-party firms. Almost all businesses use ads, job boards, social media platforms, and other ways to recruit new employees.

Selection

This is the second stage in staffing process . Selection refers to the process by which an organization identifies from a pool of candidates, those individuals with the knowledge, skills, abilities, and other characteristics that will help it achieve its goals (Ofori and Aryeetey, 2011). (Ofori and Aryeetey, 2011). As it rejects a number of applicants and only a few of them are selected to fill the vacancy, selection may be seen as a negative rather than a positive function of the staffing process (Gamage, 2014). (Gamage, 2014). The method of picking or choosing the best applicant for a vacant job post in an institution is known as selection. To put it another

way, selection is the process of interviewing candidates and evaluating their qualifications for a certain job, followed by the selection of the best candidate for the job. The selection of the finest candidate for a vacant position would be a useful service to the company, helping it to achieve its objectives. Once you've created your recruitment strategy, hired personnel, and have a wide pool of candidates to choose from, you can begin the selection process. The selection process refers to the steps involved in choosing people with the right attributes to fill a current or prospective employment position. Although the job is evolving, managers and supervisors are normally in charge of hiring new staff. The distinction between selection and recruitment, according to Al-Assaf (2016), Anosh, Hamad, and Batool (2016), is that recruiting seeks research and encourages people to apply for work in the organization, whereas selection strives to choose the best applicants most fit for the open job.

Placement

“Placement is the decision of the position to which an approved applicant will be appointed and his appointment to that job,” say Pigors and Myers.)After selection, placement is the final step in the employee employment process. (Mathis & Jackson, 2004) Placement is the process of matching someone to the proper employment.

It's a balance between what the boss has cause to believe he should do and the work requirements. It's a balance between what he demands in terms of stress and working circumstances, and what he gives in terms of pay, companionship with others, promotion opportunities, and so on.”When a candidate is chosen for a certain position and reports to work, the organization must place him or her in the position for which he or she was chosen, which is accomplished through placement. The act of

offering a position to a final candidate is known as placement. It is the act of eventually assigning a rank and responsibilities to an employee and therefore associating him with a specific job. A well-placed employee will be beneficial to the company. Employee satisfaction is increased as a result of proper placement, which also minimizes absenteeism and labor turnover. Employee morale and efficiency improve as a result of proper placement, as does the employer-employee relationship.

An employee's proper placement is shown by increased production, higher product quality, regularity in work, and attendance. The position is then provided to the candidate who has passed all of the steps in the selection process. When the chosen candidate arrives at the company to start working, a placement difficulty develops. It is critical to ensure that the correct man is assigned to the proper position.

As a result, every organization must have a good placement plan in place to ensure that the right person gets placed.

Training

Training is a fundamental principle in the development of human resources. It is concerned with bringing a specific skill to a desired level by teaching and practicing it. Training is an effective method for placing someone in a position where they can accomplish their work correctly, efficiently, and with integrity. The process of enhancing an employee's experience and skills in order for them to do a given task is known as training. "The systematic method by which people acquire expertise and/or abilities for a certain endeavor," according to Dale S. Beach. Training is defined as teaching and learning activities aimed at supporting members of an organization in obtaining and applying the

knowledge, skills, abilities, and attitudes required for a certain job and organization. In the face of today's dramatic changes, businesses are working hard to preserve a viable and knowledgeable staff. Employee training and development has definitely evolved into a resource-intensive function for a company. Training has become a multibillion-dollar industry. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

Despite good funds, best practices aren't being adopted, which is a sad state of affairs. Employee training is to improve an employee's abilities or broaden his knowledge so that he can better do his current job or prepare for a higher position with more responsibilities. Employee growth and development keeps a company afloat and helps it to adapt to changing conditions.

Development

.The goal of development is to make the world a better place Development can take many forms, including growth, improvement, progressive change, or the integration of physical, economic, environmental, social, and demographic components. Growth aims to raise people's living standards and quality of life while also creating or expanding local regional income and job possibilities while protecting the environment's resources. Development is visible and useful, but it does not always happen immediately away, and it includes aspects of quality improvement as well as the formation of prerequisites for the change to continue.

Transfer

A transfer is a term used to describe a change in work assignment. It refers to an individual who moves from one position within the same organization to another without a major increase in his rank or remuneration package. Individuals are moved from one role to another with little or no change in their responsibilities, credentials, or other perks.

2.3 Job description

Job descriptions are commonly used to drive recruiting efforts, create new expectations for employees, aid in determining the compensation grade level for various job categories, and link individual and organizational goals with strategic objectives (Mader-Clark, 2008; Farnham, 2000 and Gan and Kleiner, 2005). A job description is a text that informs job searchers about the primary responsibilities and functions of the position for which they are applying. The summary is usually produced by the person in charge of handling the hiring process for the position, with the help of the company's HR department and/or an outside recruiter. A job description, or JD, is a narrative that defines the general functions, responsibilities, and obligations of a position. It may include information such as the functionary to whom the position reports, job requirements such as credentials or experience, information about the required facilities, supplies, and work aids, working hours, physical demands, and a pay scale. Job specifications are usually narrative, but they can also be a simple list of competencies; for example, strategic human resource analysis approaches can be used to build a competence architecture for an organization, from which job descriptions as a shortlist of competencies can be constructed.

2.4 Job evaluation

A way of analyzing the worth of one position in contrast to another inside an organization is called employment evaluation. During a job evaluation, the relative value of different workers is determined so that remuneration can be paid depending on the job's worth. Employees should be compensated with wages and bonuses based on their job responsibilities in order to boost morale and maintain high levels of productivity. Job evaluation is a formal way of evaluating the value of each job in comparison to other workers in a company. It is aimed to construct a logical, ordered hierarchy of workers based on their worth to the firm by examining the intricacy of the work done and the relevance of the work

to the organization. The criteria used to establish a job's value are documented, specified, and weighted in the company's work appraisal plan.

2.5 Job analysis

Work research is a way of gathering and reviewing information regarding the material and human demands of employment, as well as the setting in which they are fulfilled. This technique is used to evaluate job placement. Under NU Values, decision-making in this field is shared by units and Human Resources. Internal approval procedures will be determined by the unit's executive leadership. Job evaluation determines how workers are organized within a work family. It encourages units to place a premium on job promotion opportunities for employees who desire to grow in their careers and earn more money.

2.6 Job specification

A job specification is a declaration that specifies the traits, knowledge, abilities, qualifications, and skills that are required to perform the responsibilities and obligations of a job in an organization satisfactorily.

To accomplish the obligations and duties involved in a job, a job specification includes work experience, educational qualifications, managerial experience, creative talents, emotional balance, leadership skills, flexibility, and so on. Staff specifications are another name for job specifications. It's centered on a case study. In conjunction with the job description, the work definition aids the company in acquiring a better grasp of the title, duties, and responsibilities. Job specifications aid in

the recruitment and assessment of candidates, as well as the evaluation of employee performance in order to improve appraisals or promotions.

2.7 Employees work performance

Employee performance is defined by Anitha (2013) as an indicator of financial or other outcome of the employee that has a direct relationship with the organization's performance as well as its achievement. Working atmosphere, leadership, team and co-worker relationships, training and career development, reward program, guidelines and procedures, and workstation wellbeing are also revealed. However, Alagaraja1 and Shuck (2015) argue that employee performance can be improved through training and development. Their study aimed to discover prevailing viewpoints of organizational configuration and employee engagement in order to understand reasons associated with enhancing individual performance. You, like most employees, want to be the best at what you do. To do so, you'll need a thorough understanding of what's required of you. You will also require support and preparation in order to meet those standards.

Performance evaluation is more than just a once-a-year checkup. The foundation of excellent performance management is a consistent, positive interaction between you and your supervisor. By communicating with your supervisor throughout the year, you can make modifications to your job results as needed, and your supervisor can review and encourage your performance and ability to meet your annual goals. Employee success is determined by how well people behave at work and how well they complete the duties you've given to them. The organization frequently sets output targets for individual workers and the corporation as a whole in order to provide good service to customers, reduce duplication, and work efficiently.

Performance can refer to a job's efficacy, consistency, and dependability for a certain personnel. For example, the salesperson may be required to phone a particular number of potential leads every hour,

with a certain percentage of those calls resulting in closed sales. Individual accomplishment has an impact on the company's and company's performance. You may have to rely on other employees to pick up the slack or have work redone if you have staff who can't keep up or who do terrible work. When staff perform poorly, it is difficult to delight clients, which can have a negative impact on earnings, business credibility, and revenue.

2.8 Job satisfaction

Despite its importance and widespread use in the fields of industrial psychology and organizational behavior, job satisfaction is thought to lack a widely accepted definition, which necessitates taking into account the significance and nature of human activities all over the world before a clear definition can be given (Aziri 2011). Furthermore, according to Kaliski (2007), job satisfaction can be defined as emotions of accomplishment and how effective an employee is at his or her job, both of which have a direct impact on employee performance and well-being..Furthermore, according to George and Jones (2008), job satisfaction is made up of the thoughts and sentiments that people have about their jobs. Job satisfaction, on the other hand, is seen to be multi-dimensional and nuanced; it may be interpreted in many different ways by various people, and it is frequently linked to motivation, though the extent of the link is still unclear. Aziri (2011).

2.9 Factors determining Job Satisfaction

Dissatisfied employees may not quit their jobs, but their feelings of dissatisfaction can have an impact on them, their coworkers, and the quality of performance and service they provide, according to Carleton and Graham (2015). Such dissatisfied employees have a tendency to display hostility toward other employees in the workplace. Furthermore, a study conducted by Bos, Donders, and Bounman-Bowner (2009) aimed at gaining an understanding of job satisfaction from the perspective of employees concluded that job satisfaction had five variables, which include freedom, skill, and responsibility. Confidentiality,

outstanding assistance, opportunities for additional education, and relationships with coworkers Aziri (2011), on the other hand, claims that there is no strong link between job satisfaction and employee performance, citing a meta-analysis of previous research studies that found a 0.17 best-estimate association between job satisfaction and employee performance. He goes on to say that a high degree of job happiness does not necessarily imply a high level of performance.

2.10 Theoretical Framework

The Range of Affect Theory (1976) by Edwin A. Locke is likely the most well-known job satisfaction model. The central premise of this theory is that job satisfaction is determined by the disparity between what one wants and what one has. Furthermore, according to the theory, how highly one values a certain aspect of work (for example, the degree of autonomy in a position) influences how satisfied or unsatisfied one is one becomes when expectations are/aren't met. When a person values a particular aspect of a job, it has a greater positive (when expectations are met) . Cathy C. Durham and Judge Edwin A. Locke in 1997. Self-esteem, general self-efficacy, locus of control, and neuroticism, according to Judge et al., are the four Core Self-evaluations that define one's disposition toward job satisfaction Higher levels of self-esteem (the value one sets on oneself) and general self-efficacy (confidence in one's own ability) contribute to greater job satisfaction, according to this paradigm. Higher job satisfaction is linked to having an internal locus of control (thinking that one has control over one's own life rather than other influences).

JOB CHARACTERISTICS MODEL THEORY(Richard Hackman and Greg Oldham)

The Job Characteristics Model is a hypothesis that asserts that a task's intrinsic motivation is the key to an employee's success. In other words, a boring and routine job is detrimental to an employee's motivation, but a tough, diverse job is beneficial. The idea identifies five job traits that are thought to improve people's

psychological well-being and job performance. Individual variables that may operate as moderators to represent the relationship between work qualities and outcome variables are also included in the theory. Work redesign began in the 1960s with the goal of reorganizing jobs and responsibilities to increase employee motivation. Instead of just simplifying work features to a series of repetitive tasks, the idea evolved to enrich jobs in ways that would improve motivation. This is where the Job Characteristics Model came from. In their book 'Work Redesign,' published in 1980, Richard Hackman and Greg Oldham established the ultimate form of the Job Characteristics Model. They also developed the Job Diagnostic Survey (JDS) and the Job Rating Form (JRF) for evaluating theories-based constructions.

EQUITY THEORY

Equity theory, often known as Adam's equity theory, tries to achieve a balance in the workplace between an employee's input and output. If the employee can discover the correct balance, he or she will have a more productive relationship with management. Human resource management jargon includes the term "equity theory." This notion is used in every job, even if we don't perceive it. An employee's job happiness is directly proportional to the amount of effort he or she puts in and what he or she receives in return. Let's start by defining what we mean by input. Hard effort, skill set, motivation, excitement, and technical know-how are all examples of input. Salary, perks, bonuses, and recognition in the form of awards are all examples of output. It is acceptable if an individual believes that he or she is treated fairly, meaning that the ratio of their contribution to output is comparable to that of those around him or her. If there is nothing to compare, he or she will make a judgment based on personnel in similar organizations. However, if a person believes that others are receiving more rewards and recognition than he or she who is

putting in similar amounts of effort in his or her job, there will be an imbalance. Employee unhappiness frequently demotivates them, resulting in poorer production and, in some situations, attrition. One thing to keep in mind is that equity theory is based not only on the input-output ratio, but also on peer group comparisons. Its purpose is to explain why people can be joyful one day and then lose motivation when they find that others are getting better benefits for their work.

2.11 Emperical review

This section focuses on review of some emperical studies that have been conducted on area of staffing process. according to Okasheh, Haneen,Khaled and Al omari (2017). The impact of the workplace on job performance According to the author, when employees are motivated, their job performance improves, allowing them to attain their targeted employment outcomes and goals. They listed a variety of physical characteristics that influence employees' performance at work. Air factor, temperature factor, sound factor, light and color factor, and space factor are all examples of factors.

(Lee & Wu 2011) In their study on job satisfaction and employees' performance found out that Employee work performance has always been a big difficulty in organizational management, and every business organization's main goal is to adopt effective approaches to inspire employees to attain and deliver higher job performance as well as boost organizational competitiveness.

(Huang et al., 2014) in their study on employees' performance at workplace stated that Earlier studies found out that Employees try to adapt their attitude and behavior to the diverse requirements of their job positions once they have achieved a certain level of proficiency in their assigned activities.

CHAPTER THREE

METHODOLOGY

In This chapter, the researcher explains and discusses the analysis approach that a researcher will use to find answers to his or her research questions.

3.1 Research Design

The term "research design" refers to a strategy or framework that guides a researcher through the process of collecting, analyzing, and interpreting data in a specific study (Frankfort-Nachmias & Nachmias, 2009). A descriptive survey research design was used in this study. According to Nwoegu (2006), descriptive survey design is concerned with gathering data from a sample of a population in order to explain existing circumstances or relationships, held attitudes, processes in progress, visible impacts, or emerging trends..

3.2 The study of the organization

Emerald Leasing Limited is a leasing company owned entirely by Nigerians. The company, which was founded in 2014, focuses on delivering strategic leasing services to a restricted customer. Emerald aspires to be a premier leasing organization that offers forward-thinking businesses competitive multi-disciplinary lease and fleet management services. Emerald Leasing delivers bespoke solutions to a limited clientele in the manufacturing, oil and gas, telecommunications, and financial sectors of the economy, using sophisticated fleet management systems. Our work is based on more than four years of expertise in the fields of leasing, fleet management, outsourcing, and protocol, and we personalize our services to our clients' demands.

3.3 Population of study

This comprises of low, middle and top management staff. The population of this study comprises of almost 1098 staff from Emerald leasing Nigeria limited

3.4 Sample size Determination

Yaro yammane's formula was used to determine the sample size based on percentile proportional divisions of workers.

n n=Sample size

1+N(e) N=Population size e=Margin of error(0.05)

Therefore;

n= N

1+N(e)²

Where; n= sample size =?

N=population size =1098

e= proportion of sample error/margin error=0.05 or 5%

n= 1098

1+1098(0.05)²

n= 1098

1+(1098×0.0025)

1098

1+3.75

=1098

4.75

=399.999 approximately,the

sample size is 400.

3.5 Sampling techniques

Multi stage sampling techniques was used .

Stage 1: Emerald leasing Nigeria limited was purposively selected due to the following

A. The company is a manufacturing company and contains large amount of staffs

B. The enormity of the tasks involved

Stage 2 : Purposive sampling hence Lagos state will be divided into 5 local government, From there, Eti-osa will be chosen purposively, since that is where Emerald leasing Nigeria limited is located

Stage 3: There will be simple random sampling , that is all manufacturing company in Eti-osa will be listed and there will be random selection of Emerald leasing Nigerian PLC from the list of all the manufacturing company

Stage4: Stratified sampling, Workers will be divided into various strata, production, marketing ,management level etc. In each stratum, there will be random selection of the sample size.

3.6 Research Instrument

Questionnaire was the Instrument used for data collection. It was designed to collect data from the workers on the relationship between staffing process and employee's work performance. This questionnaire consists of two sections. Section "A" and B. section "A" consists of items on demographic Status of the respondents. Here information on age, gender, qualification and experience while section "B" contained items which were structured to elicit information on the "relationship" between staffing process and employee's work performance".

3.7 Reliability and validity of Instrument

The questionnaire that was utilized as the study instrument had to be validated. The supervisor evaluated and validated the research instrument (questionnaire) utilized, and his suggestions and modifications were incorporated into the final draft of the research instrument used.

3.8 Method of Data collection

There are two methods of data collection but for the purpose of this study, the quantitative method will be used. The quantitative data collected will be analyzed through the use of percentage, frequencies. Hypothesis will be tested through the use of correlation and coefficient

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0 Introduction

This chapter focuses on the data collection, analysis, and presentation. All of the information gathered was examined, presented, and discussed. Although 400 copies of the questionnaire were carefully distributed to respondents, only 380 copies were correctly filled out and returned on time. This represents a 95.0 percent response rate, which the researcher judged was sufficient to generate valid data for this study. As a result, 380 copies of the questionnaire were obtained and analyzed using the Software Package for Social Science (SPSS) for easy comprehension.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	400	100%
2	Number of questionnaires not properly administered	5	1.25%
3.	Number of questionnaires not retrieved	15	3.75%
4.	Questionnaires retrieved and used for the final analysis	380	95.0%

Source: Field Survey 2021

Table 4.1 above gives the percentage of people who responded to a survey. There were 400 questionnaires distributed in total. After administration, 380 questionnaires were retrieved; 5 copies were not properly administered, and 15 copies were not obtained. This translates to a 95.0 percent response rate.

Table 4.2. Demographic data of the Respondents.

The following shows the results from the analysis of demographic information of the respondents in terms of their age, gender, educational qualification and work experience.

Variable	Frequency	Percentage (%)
AGE		
21-30 years	40	10.5
31-40 years	160	42.1
41-50 years	80	21.1
51 years and above	100	26.3
TOTAL	380	100.0
GENDER		
Male	180	47.4
Female	200	52.6
TOTAL	380	100.0
EDUCATIONAL QUALIFICATION		
SSCE	0	0.0
OND/NCE	40	10.5
BS.c/HND		

	80	21.1
MBA/MS.c/Ph.D	260	68.4
TOTAL	380	100.0
EXPERIENCE		
0 - 5 years	40	10.5
6 - 10 years	120	31.6
11 – 15 years	120	31.6
15 years and above	100	26.3
TOTAL	380	100.0

Source: Field Survey 2021

Table 4.2 The demographic information of the respondents was supplied. The age of the respondents is shown in the table above. 40 respondents (10.5 percent) were between the ages of 21 and 30, 160 respondents (42.1 percent) were between the ages of 31 and 40, 80 (21.1 percent) were between the ages of 41 and 50, and 100 respondents (26.3 percent) were 51 years and older. As a result, the bulk of the employees were between the ages of 31 and 40.

Similarly, 180 male respondents account for 47.4 percent of the total, while 200 female respondents account for 52.6 percent. This simply means that the majority of the employees who took part in the study are women. Regarding the respondents' educational qualifications, 40 respondents (10.5 percent) have an OND/NCE, 80 respondents (21.1 percent) have a BS.c/HND, and 260 (68.4%) have an MBA/MS.c/Ph.D. The majority of those who responded have an MBA, MSc, or a Ph.D. In terms of work experience, 40 respondents (10.5 percent) have spent between 0 and 5 years, 120 respondents (31.6 percent) have 6-10 years of experience, 120 respondents (31.6 percent) have 11 – 15 years of work experience, and 100 respondents (26.3 percent) have 15 years or more of work experience. The majority of the respondents have worked for the company for a minimum of 6 years and a maximum of 15 years.

4.3. The link between recruitment and workers' output

This section presents the answer provided by the respondents in response to research question one which investigate the link between recruitment and worker's output.

Table 4.3.1. The quality of recruitment improves workers output in your organization

Responses	Frequency	Percentage (%)
Disagree	60	15.8
Strongly Disagree	180	47.4
Agree	80	21.1
Strongly Agree	60	15.8
Total	380	100.0

Source: Field Survey 2021

Table 4.3.2: Employees at my workplace were employed on merit which enhances their efficiency

Responses	Frequency	Percent (%)
Disagree	120	31.6
Strongly Disagree	120	31.6
Agree		

	100	26.3
Strongly Agree	40	10.5
Total	380	100.0

Source: Field Survey 2021

4.4: The relationship between placement of employees and contribution to profit making

This section is planned to illustrate the relationship between placement of employees and contribution to profit making

4.4.1: Employee placement helps to Improve the company's profitability in my place of work

Responses	Frequency	Percent (%)
Disagree	20	5.3
Strongly Disagree	220	57.9
Agree	80	21.1
Strongly Agree	60	15.8
Total	380	100.0

Source: Field Survey 2021

4.4.2: Employees are placed in their positions in line with their skills in my place of work

Responses	Frequency	Percent
Disagree	160	42.1
Strongly Disagree	80	21.1
Agree	20	5.3

Strongly Agree	120	31.6
Total	380	100.0

Source: Field Survey 2021

4.5: The link between selection process and target achievement.

This section is intended to illustrate the link between selection process and target achievement.

4.5.1: Before beginning the selection process, my organization does a thorough job analysis

Responses	Frequency	Percent (%)
Disagree	80	21.1
Strongly Disagree	160	42.1
Agree	100	26.3
Strongly Agree	40	10.5
Total	380	100.0

Source: Field Survey 2021

4.5.2: Candidates applying for the job are given a thorough understanding of the job responsibilities and description in my workplace

Responses	Frequency	Percent
Disagree	200	52.6
Strongly Disagree	40	10.5
Agree	120	31.6
Strongly Agree	20	5.3
Total	380	100.0

Source: Field Survey 2021

4.6: The association between training and employees' performance

This section is intended to illustrate the association between training and employees' performance.

4.6.1: Employees' performance can be improved through training at your workplace

Reponses	Frequency	Percent (%)
Disagree	40	10.5
Strongly Disagree	200	52.6
Agree	80	21.1
Strongly Agree	60	15.8
Total	380	100.0

Source: Field Survey 2021

4.6.2: Training offers everyone an understanding of their obligations and knowledge they need to know in my workplace

Responses	Frequency	Percent
Disagree	120	31.6
Strongly Disagree	120	31.6
Agree	60	15.8
Strongly Agree	80	21.1
Total	380	100.0

Source: Field Survey 2021

4.7 HYPOTHESES TESTING

Table 4.7.1: Hypothesis One

H₀: There is no significant relationship between recruitment and workers output

H₁: There is significant relationship between recruitment and workers output.

Correlations

			Recruitment	Workers' output
Spearman's rho	Recruitment	Correlation coefficient	1.000	.887**
		Sig (2-tailed)	.	.000
	Workers output	Correlation coefficient	.887**	1.000
		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The result above indicated that there is a strong positive correlation between recruitment and workers' output with correlation coefficient "r" being 0.887. Therefore, the relationship between recruitment and workers output. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05). This implies that the relationship observed between the recruitment and workers' output is significant. Hence, null hypothesis is retained, while alternative hypothesis is rejected. Hence, there is a significant relationship between recruitment and workers' output.

4.7.2: Hypothesis Two

H₀: There is no significant relationship between placement of employees and their contribution to profit making of the organization

H₁: There is significant relationship between placement of employees and their contribution to profit making of the organization

Correlations

			Placement of employees	Profit making
Spearman's rho	Placement of employees	Correlation coefficient	1.000	.920**
		Sig (2-tailed)	.	.000
	Profit making	Correlation coefficient	.920**	1.000
		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The result above indicated that there is a strong positive relationship between placement of employees and profit making of the organisation with correlation coefficient “r” being 0.920. This means that placement of employees will directly contribute to profit making of the organization. The relationship between placement of employees and profit making of the organisation is also significant. Given that, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that there is a significant positive relationship between placement of employees and profit making.

4.7.3: Hypothesis three:

H₀: There is no significant relationship between selection process and target achievement of the organization

H₁: There is significant relationship between selection process and target achievement of the organization

Correlations

			Selection process	Target achievement
Spearman's rho	Selection process	Correlation coefficient	1.000	.388**
		Sig (2-tailed)	.	.211
	Target achievement	Correlation coefficient	.388**	1.000
		Sig (2-tailed)	.211	.
		N	380	380

Source: Field Survey 2021

The result above indicated a weak positive correlation between the selection process and the target achievement. The correlation coefficient “r” is 0.388. The results indicated that selection process of employees have little to no influence on target achievement. Furthermore, the significant value (sig 2- tailed) “0.211” is higher than the p-value (p-value = 0.05). This implies that the relationship between selection process and target achievement is insignificant. Null hypothesis is therefore retained while alternate hypothesis is rejected.

4.7.4: Hypothesis four:

H₀: There is no significant relationship between Training and Employees' performance

H₁: There is significant relationship between Training and employees' performance.

Correlations

			Training	Employees' performance
Spearman's rho	Training	Correlation coefficient	1.000	.956**
		Sig (2-tailed)	.	.000
	Employees' performance	Correlation coefficient	.956**	1.000
		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The table above also show the result of hypothesis testing. The result revealed that there is a strong positive correlation between training and employees' performance with correlation coefficient "r" being 0.956. In other words, training of employees will contribute to increase in employee performance. Also, the significant value (sig 2- tailed) which is "0.00" indicated the relationship between training and employees' performance is significant since sig-value "0.00" is lower than (p-value = 0.05). On this basis, null hypothesis which state that "There is no

significant relationship between training and Employees' performance" is rejected, while alternative hypothesis is accepted.

DISCUSSION OF THE FINDINGS

In this section, the findings from research topic under study "**STAFFING PROCESS AND EMPLOYEES' PERFORMANCE; A STUDY OF EMERALD LEASING NIGERIA LIMITED**" would be discussed.

The overall goal of this study is to look into the impact of the hiring process on employee performance at Emerald leasing Nigeria Limited. The basic goal is then broken down into four specific goals. In order to assess the given objectives, the study used a descriptive survey research design. The acquired data was then examined with descriptive and inferential statistics to arrive at the following conclusions. The following is a summary of the study's findings. The study looked into the relationship between recruitment and workers output. The data revealed that there is a strong link between recruitment and workers output. This means that putting in place a good recruitment strategy will help you get more favorable results from your employees. This study backs up Aminuddin et al. (2016)'s assertion that recruiting is the first and most important phase in human resource management since it helps businesses to build an effective and productive workforce that will enhance output. Researcher also evaluated the relationship between placement of employees and their contribution to profit making of the organisation. Findings showed that there is a significant positive relationship between placement of employees

and profit making. As a result, findings also suggest that appointment of staffs with the right job will increase productivity which will invariably improve profit making of the organisation. According to Pigors and Myers (2014), a proper placement of employees leads to increased production, higher product quality, regularity in work, and attendance, all this will contribute to profit making for the organisation

In addition, the research analyzed the link between selection process and target achievement of the organization. The relationship between selection process and target achievement is insignificant. In other words, effect of selection process on target achievement is also low and insignificant.

Finally, the researcher looked into the link between staff training and performance. There was a significant link between employee performance and training. This finding backs up the findings of Falola et al. (2014), who looked at the impact of training and development on employee performance and organizational competitive advantage and discovered a substantial link between training and development and employee performance and competitive advantage.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The study focused on ‘Staffing Process and Employees’ Performance I Work Organisation: A Study of Emerald leasing Nigeria limited” The specific objectives of the study were:

1. To investigate the link between recruitment and workers’ output
2. To verify the relationship between placement of employees and their contribution to the profit of the organization
3. To examine the link between selection process and target achievement of the organization
4. To ascertain the association between training and employees’ performance.

The study employed Equity theory as framework and the research design was descriptive survey. Multistage sampling technique was used with quantitative method of data collection. Data analysis involved the use of frequencies, percentages, Spearman correlation to test the hypotheses.

The study revealed that 31.6% of the respondents disagreed with the view that employees in the organization were employed on merit basis that enhanced their efficiency. In addition, 57.9% of the respondents strongly disagreed that employees’ placement helped to improve the

organization's productivity. Meanwhile, 42.1% of the respondents strongly disagreed with the view that before the commencement of selection process, job analysis was done by the work organization. Also, 52.6% of the respondents disagreed with the view that candidates applying for jobs were given thorough understanding of job description in the work organization. However, 52.6% of the respondents were of the view that employees' performance could be improved through training in the work place. Moreover, 31.6% of the respondents were of the view that training offered employees understanding of their obligations and knowledge they needed to know in the work organization.

Hypothesis 1 revealed a significant relationship existed between recruitment and workers' output with significant value (sig.2- tailed) '0.000' less than p-value (p-value=0.05), hence alternative hypothesis was accepted.

Hypothesis 2 also indicated significant relationship between employees' placement and profit making of the organization with significant value (sig.2- tailed) "0.000" less than p-value (p-value=0.005), therefore, alternative hypothesis was accepted.

Hypothesis 3 showed no significant relationship between selection process and target achievement with significant value (sig. 2- tailed) "0.211" higher than p-value (p-value=0.05), hence, null hypothesis was accepted.

Hypothesis 4 indicated significant relationship between training and employees' performance with significant value (sig. 2 – tailed) "0.00" less than p-value (p-value-0.05), hence, alternative hypothesis was accepted.

5.2 CONCLUSION

To sum it up, employees are the foundation of any business. In order to achieve the established objectives, they must plan, coordinate, organize, direct, and control the affairs of the work organization. It's important to recognize that these personnel don't have the same information, skills, attitudes, capabilities, education, or experience. As a result, individuals are hired into work groups based on a variety of characteristics. As a result, it is critical for every company's human resource department to take the hiring process seriously. By doing so, the process of attracting, recruiting, selecting, motivating, and retaining employees may be handled with finesse, ensuring that square pegs do not end up in round holes. The study organization's staffing process showed little improvement, which could have an impact on the organization's production capacity and development because the right calibre of staff with the right skills in the right places was not affected in their staffing process, as revealed by the study's findings.

5.3 RECOMMENDATION

1. The research organization's management must provide sufficient training to personnel in the human resource department on the success of the staffing process in the workplace.
2. Other public and private sector work organizations across the country must be mandated by the government to undergo serious staffing training through their human resource departments in order to ensure that the right people are hired who can contribute the most to the development of their respective work organizations.

3. The work organization's human resource department must do a thorough job analysis. This entails a thorough comprehension of the job description as well as a job/person analysis. Competent individuals would be employed as a result, promoting the profit and expansion of the company.
4. Training Institutions and Management Consultants must include staffing process as part of their topics to taught in their training programmes. This will promote better understanding of the concept among many workers across the country.
5. More training institutions must be established by the government in order to promote the knowledge of workers in all facets of management apart from staffing process that can widen the scope of employees in order to boost their performance

5.4 CONTRIBUTION TO KNOWLEDGE

1. The study had contributed to knowledge through the gap in knowledge created in the statement of problem. Past studies on employees' performance examined the issues of motivation, leadership, organizational culture etc, however little or nothing has been done in intellectual discourse on the link between staffing process and employees' performance.

2. The study brought to the fore the deficiency inherent in the staffing process of the study organization and this could help other researchers to conduct similar study in another organization.
3. In the area of advocating urgent need for training of employees in human resource department in public and private sectors in staffing process, the study has contributed to knowledge as a way of enhancing the skills and capacity of the employees.
4. One of the challenges faced by many work organizations is failure to use merit as a criterion for employment of their workers. Nepotism and favouritism have become the order of the day. The study has made the work organizations, academic society and employers of labour to understand the problem created by lack of remarkable and effective staffing as a and of many of many work organizations and national development.
5. The study will give better understanding to many training institutions on the need to integrate staffing process into their curriculum in order to train Nigeria workers. In this regard, it has contributed to knowledge

5.5 SUGGESTION FOR FURTHER STUDIES

1. Further studies can focus on staffing process in Public and private work organisations in the country which might bring out new facts.
2. Further studies can be carried out in financial institutions or educational institutions in the country in order to enable the society understand whether similar findings will emerge at the end.

3. Future studies can use a bigger organization as a case study with different research design, sampling size and another method of data analysis which probably could produce new results that society can benefit from.
4. Focus of future research can be on public work organisations in Nigeria in order to expose the problems of staffing process as part of the tools that have been creating inefficiency in Nigeria public sector.

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APPENDIX

**DEPARTMENT OF BUSINESS ADMIN,
MOUNTAIN TOP UNIVERSITY,
PRAYER CITY.**

**QUESTIONNAIRE:
STAFFING PROCESS AND EMPLOYEES' PERFORMANCE; A STUDY OF
EMERALD NIGERIA LIMITED.**

Dear Respondent

I'm Umelo Chinagorom Joy a final year student of Mountain Top University. I'm carrying out a research work on **Staffing Process and Employees' Performance** and your work organization is chosen as a case study. This is in partial fulfilment of requirements for the award of Bachelor of Science Degree in Industrial Relations and Personnel Management. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will be treated with utmost confidentiality.

SECTION A:DEMOGRAPHICS

Instructions: Please indicate by ticking(√)in the appropriate box

Please answer the following questions.

1 Age 21-30 () 31-30 () 41-50 () 51 and above ()

2 Gender Male () Female ()

3 Educational qualification SSCE () OND/NCE () B.Sc/HND () MBA/MS.c/Ph,D ()

**4 Experience 0-5 Years () 6-10 Years () 11-15 Years ()
15 and Above ()**

Section B: LINK BETWEEN RECRUITMENT AND WORKERS' OUTPUT

INSTRUCTION: for each of the following items, you are kindly requested to indicate your opinion with a tick or mark (√) in the appropriate column

	STATEMENT	SA(4)	A(3)	SD(2)	D(1)
1	The quality of recruitment improves workers output in your organization				
2	Employees at my workplace were employed on merit which enhances their efficiency.				
3	Employees at my workplace are employed based on rigorous				

	process, hence they are productive.				
4	Work is completed in a fair amount of time due to job specification.				
5	The job description at my workplace promotes high performance among workers				

SECTION C: RELATIONSHIP BETWEEN PLACEMENT OF EMPLOYEES AND CONTRIBUTION TO PROFIT MAKING.

INSTRUCTION:for each of the following items, you are kindly requested to indicate your opinion with a tick or mark (✓) in the appropriate column

	STATEMENT	SA(4)	A(3)	SD(2)	D(1)
1.	Employee placement helps to Improve the company's profitability in my place of work				
2.	Employees are placed in their positions in line				

	with their skills in my place of work				
3.	Employees experience is considered in placement which promotes the company's yearly profit in my place of work				
4.	Placement of workers is based on merit at my workplace which allows the profit of the organization to be rising persistently in my place of work				

SECTION D:LINK BETWEEN SELECTION PROCESS AND TARGET ACHIEVEMENT

INSTRUCTION:for each of the following items, you are kindly requested to indicate your opinion with a tick or mark (√) in the appropriate column

	STATEMENT	SA(4)	A(3)	SD(2)	D(1)
1.	Before beginning the selection process, my organization does a thorough job analysis.				
2.	Candidates applying for the job are given a thorough understanding of the job responsibilities and description in my workplace.				
3.	The selection process in my Organization allows workers to meet their target.				
4.	Employees in my Organization meet up the organizations target because selection is based on merits				
5.	In my workplace,all workers meet their target because the right workers are selected for employment				

SECTION E:ASSOCIATION BETWEEN TRAINING AND EMPLOYEES' PERFORMANCE

INSTRUCTION:for each of the following items, you are kindly requested to indicate your opinion with a tick or mark (√) in the appropriate column

	STATEMENT	SA(4)	A(3)	SD(2)	D(1)
1.	Employees' performance can be improved through training at your workplace				
2.	Training offers everyone an understanding of their obligations and knowledge they need to know in my workplace				
3.	Knowledge, skills and attitude of workers through training enhance better job performance in my organisation				
4.	Every employee can work effectively due to regular training received in my organization				
5.	Management takes training of employees seriously and that is why employees' performance is effective in your organization				

THANK YOU